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Financing of the United Nations peacekeeping forces in the Middle East: United Nations Interim Force in Lebanon

Budget for the United Nations Interim Force in Lebanon for the period from 1 July 2011 to 30 June 2012

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Interim Force in Lebanon (UNIFIL) for the period from 1 July 2011 to 30 June 2012, which amounts to $542,785,700.

The budget provides for the deployment of 15,000 military contingent personnel, 375 international staff and 726 national staff including temporary positions.

The total resource requirements for UNIFIL for the financial period from 1 July 2011 to 30 June 2012 have been linked to the objective of the Force through a number of results-based frameworks, organized according to components (operations and support). The human resources of UNIFIL, in terms of the number of personnel, have been attributed to the individual components, with the exception of the executive direction and management of the Force, which can be attributed to the Force as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the Force.

Financial resources

(Thousands of United States dollars; budget year is from 1 July to 30 June)

Category	*Expenditures (2009/10)*	*Apportionment (2010/11)*	*Cost estimates (2011/12)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	289 673.8	295 615.1	303 479.8	7 864.7	2.7
Civilian personnel	96 020.3	90 963.8	99 788.8	8 825.0	9.7
Operational costs	156 416.7	132 131.3	139 517.1	7 385.8	5.6
Gross requirements	**542 110.8**	**518 710.2**	**542 785.7**	**24 075.5**	**4.6**
Staff assessment income	11 979.7	10 996.5	12 298.1	1 301.6	11.8
Net requirements	**530 131.1**	**507 713.7**	**530 487.6**	**22 773.9**	**4.5**
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	**542 110.8**	**518 710.2**	**542 785.7**	**24 075.5**	**4.6**

Human resources[a]

	Military contingents	*International staff*	*National staff*[b]	*Temporary positions*[c]	*Total*
Executive direction and management					
Approved 2010/11	—	19	5	—	**24**
Proposed 2011/12	—	16	8	—	**24**
Components					
Operations					
Approved 2010/11	15 000	35	28	—	**15 063**
Proposed 2011/12	15 000	33	28	—	**15 061**
Support					
Approved 2010/11	—	347	708	3	**1 058**
Proposed 2011/12	—	323	690	3	**1 016**
Total					
Approved 2010/11	15 000	401	741	3	**16 145**
Proposed 2011/12	15 000	372	726	3	**16 101**
Net change	—	**(29)**	**(15)**	—	**(44)**

[a] Represents highest level of authorized/proposed strength.
[b] Includes National Officers and national General Service staff.
[c] Funded under general temporary assistance.

The actions to be taken by the General Assembly are set out in section V of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Interim Force in Lebanon (UNIFIL) was established by the Security Council in its resolutions 425 (1978) and 426 (1978), expanded in its resolution 1701 (2006) and extended in subsequent resolutions of the Council. The most recent extension of the mandate was authorized by the Council in its resolution 1937 (2010), by which the Council extended the mandate until 31 August 2011.

2. The Force is mandated to help the Security Council to attain an overall objective, namely, the restoration of international peace and security in southern Lebanon.

3. Within that overall objective, UNIFIL will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks set out below, which are organized according to components (operations and support) and are derived from the mandate of the Force.

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Force, and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of UNIFIL, in terms of the number of personnel, have been attributed to the individual components, with the exception of the executive direction and management of the Force, which can be attributed to the Force as a whole. Variances in the number of personnel compared with the 2010/11 budget, including reclassifications, have been explained under the respective components.

5. The Security Council, by its resolutions 425 (1978) and 426 (1978), established a United Nations interim force for southern Lebanon for the purpose of confirming the withdrawal of Israeli forces, restoring international peace and security, and assisting the Government of Lebanon in ensuring the return of its effective authority in the area. By its resolution 1701 (2006), the Council decided, in order to supplement and enhance the Force in numbers, equipment, mandate and scope of operations, to authorize an increase in the force strength of UNIFIL to a maximum of 15,000 troops. By the same resolution, the Council decided that the mandate of the Force, in addition to carrying out its mandate under resolutions 425 (1978) and 426 (1978), would include, inter alia, monitoring the cessation of hostilities, accompanying and supporting the deployment of the Lebanese Armed Forces throughout southern Lebanon in parallel with the withdrawal of the Israel Defense Forces, ensuring respect for the Blue Line and assisting the Lebanese Armed Forces in ensuring that the area between the Blue Line and the Litani River was free of any unauthorized armed personnel, assets and weapons, taking all necessary action within its capabilities to ensure that its area of operations was not utilized for hostile activities, and assisting the Government of Lebanon, at its request, in securing its borders and other entry points in order to prevent the entry into Lebanon without its consent of arms or related materiel.

6. UNIFIL headquarters, which houses the Offices of the Force Commander, the Director of Mission Support and the Director of Political and Civil Affairs, is located in Naqoura, some kilometres from the Blue Line and 90 kilometres from

Beirut. As the capital and the principal point of entry into Lebanon by sea and air, Beirut hosts a small UNIFIL office with liaison and political personnel, as well as support personnel who interface with immigration and customs authorities, vendors and United Nations offices in Beirut, primarily to facilitate the flow of personnel and equipment destined for, or repatriating from, UNIFIL. The establishment of a UNIFIL office in Tel Aviv, which is to provide functions of enhanced liaison and coordination with the Israeli military and other relevant Government authorities, remains a high priority of UNIFIL.

B. Planning assumptions and mission support initiatives

7. During the 2011/12 period, UNIFIL will continue its regular operational activities of monitoring the cessation of hostilities through regular patrolling activities and, in close coordination with the Lebanese Armed Forces, efforts to prevent violations of the Blue Line. UNIFIL will continue to assist the Lebanese Armed Forces in taking steps towards the establishment of an area between the Blue Line and the Litani River free of unauthorized armed personnel, assets and weapons other than those of UNIFIL and the Lebanese Armed Forces. UNIFIL will continue to take all necessary action within its capabilities to ensure that its area of operations is not utilized for hostile activities of any kind. At the same time, the Maritime Task Force will continue to conduct maritime interdiction operations in the UNIFIL area of maritime operations, in cooperation with the Lebanese navy, and conduct training exercises with the navy. The navy is expected to increasingly contribute to maritime interdiction operations in preparation for the gradual transfer of Maritime Task Force responsibilities in the future. In response to the reduced availability of maritime assets and the fact that no nation has come forward to take over the lead of the Maritime Task Force, UNIFIL has put in place on-shore command and control arrangements as an interim measure, to ensure that the Task Force can continue to carry out its dual mandate until a lead nation comes forward to command it with a flagship at sea.

8. In undertaking its mandated operational activities, UNIFIL will further enhance its cooperation and coordination with the Lebanese Armed Forces, as called for in resolution 1937 (2010). In this respect, UNIFIL will also continue initiatives related to building the capacity of the Lebanese Armed Forces, including in the areas of civilian and military coordination and military community outreach. UNIFIL will also maintain a high level of liaison and coordination with both the Lebanese Armed Forces and the Israel Defense Forces, with a view to maintaining the cessation of hostilities and preventing violations of Security Council resolution 1701 (2006). In this connection, UNIFIL would continue to facilitate and lead a tripartite mechanism, including representatives of the Lebanese Armed Forces and the Israel Defense Forces, for the discussion of operational and security matters, including the visible marking of the Blue Line. Following the withdrawal of the Israel Defense Forces from Lebanese territory, with the exception of northern Ghajar, the forum would continue to serve as a mechanism whereby the parties could discuss operational and security matters on a regular basis. UNIFIL will continue to use the forum to increase the level of confidence and trust between the Lebanese Armed Forces and the Israel Defense Forces with a view to reaching security agreements and preventing any outbreak of hostilities. Facilitating the withdrawal of the Israel Defense Forces from northern Ghajar and an adjacent area

north of the Blue Line is the objective of an important provision of Security Council resolution 1701 (2006). UNIFIL may be required to play a role in Ghajar and may, if necessary, utilize the Organization's standing police capacity in lieu of including a provision for consultancy services for police officers.

9. The implementation of the recommendations of the joint technical review conducted by the Department of Peacekeeping Operations and UNIFIL aimed at enhancing the operational capacities of the Force on land and at sea will continue, in particular the recommendations relating to the establishment of a formalized regular strategic dialogue mechanism between UNIFIL and the Lebanese Armed Forces and of a UNIFIL Blue Line task force with dedicated engineering capability. Appropriate provision for the strategic dialogue secretariat function is included in the present report (see para. 28). UNIFIL, in coordination and cooperation with both parties, will continue the process of visibly marking the Blue Line. UNIFIL will also continue to provide engineering support to the Lebanese Armed Forces in building a road parallel to the Blue Line that will increase access for the Lebanese Armed Forces and UNIFIL, as well as mobility and ability to control the Blue Line.

10. The recommendations of the joint technical review do not call for the augmentation of the overall strength of the Force; however, they imply an increase in the number of troops within the approved limit of 15,000. A number of internal adjustments of the Force within the established troop limit have already been completed, with costs relating to emplacement, rotation and repatriation of units, as well as the costs of making minor adjustments to the posture of the Force, having been met from authorized resources. Headquarters staff posts are supplemented to cover other adjustments. The material resource requirements identified in the joint technical review related to a night vision capability for air assets is again being addressed from resources approved for the 2010/11 period, while those related to an air surveillance capability are not.

11. UNIFIL civilian personnel will continue to provide political advice and guidance to the military component and to carry out an increased number of civil affairs activities, as well as public information and outreach activities. The Force will also continue activities that will assist the Government of Lebanon in extending its authority in southern Lebanon and in increasing the capacity of the Lebanese Armed Forces to provide security within the UNIFIL area of operations, including: (a) enhancing the civil-military coordination capacity of the Lebanese Armed Forces through continuous engagement with them; (b) providing training to the Lebanese Armed Forces in the management, mediation and resolution of localized conflict within their area of operations, with the objective of increasing their capacity to deliver conflict sensitivity and preventive/mediation training; (c) developing and conducting a series of externally funded surveys to assess local communities' perception of UNIFIL and to assess their understanding of the Force's mandate under Security Council resolution 1701 (2006); (d) assisting local municipalities in preparing feasibility studies for donor-funded projects to enhance external funding opportunities and to promote cooperation with external donors, which would increase the capacities of municipal administrative staff in terms of project formulation and implementation; and (e) implementing environmental initiatives, in cooperation with international and local governmental and non-governmental organizations, as a means of providing assistance to local municipalities.

12. In respect of the environmental initiatives mentioned above, UNIFIL will focus on ensuring continuity in projects that have been successfully piloted at its initiative with the support of donors, such as the transportation of recyclable material that is separated from other solid waste in UNIFIL positions. A proactive approach is required in order to address the detrimental effects on the environment caused by the high-density deployment of the Force in its area of operations. An environment and greening committee, chaired by one of the service chiefs in UNIFIL, will develop strategy and recommend actions consistent with the Organization's environmental policy, with particular emphasis placed on areas in which tangible returns can be achieved for a low investment of resources. UNIFIL will continue to work with the Department of Field Support as a leader in commissioning initiatives to shift energy dependency to renewable resources, and on that basis will build foundations of solar and wind-generated power, as well as expand its small fleet of electric vehicles. Any repair or maintenance projects will be of a relatively minor nature, and therefore no additional provision is made in the proposed budget.

13. UNIFIL will continue to seek the establishment of an office in Tel Aviv, as agreed by the Government of Israel. The main focus of such an office would be on functions of liaison at the strategic (headquarters) level with the Israel Defense Forces and other Israeli Government authorities. UNIFIL attaches importance to the role to be played by such an office, which would significantly enhance the current level of liaison and would include strategic-level dialogue with the Israel Defense Forces and other Israeli authorities. However, given the continuing absence of an agreement with the Israeli authorities regarding the level of representation in the office and its mandate, the current proposal reflects a budget of a zero dollar amount for all applicable provisions for a Tel Aviv office. If the office were to be established during the 2011/12 period, staffing and funds would be met from existing approved resources and be reported in the corresponding performance report.

14. The relations between the local population in southern Lebanon and UNIFIL troops will continue to be of critical importance in the implementation of the mandate of the Force. In this connection, the public information, civil affairs and outreach components of UNIFIL will play an important role in engaging the press and local communities in seeking to ensure their understanding of the mission's mandate and its daily operational activities. UNIFIL specialized civilian and military personnel would continue to build the confidence of the local population through the provision of humanitarian and development-related assistance, as well as support for contingents in reaching out to the local population to foster a better public understanding of the mandate and activities of the Force through the use of a variety of media tools.

15. In response to a highly volatile environment in which an assessed ongoing terrorist threat against UNIFIL personnel and property exists, the Force will continue to mitigate risks to personnel and property and to focus its capabilities on the Blue Line and the Litani River in order to further strengthen security control of the area. In terms of security planning and preparedness, UNIFIL will continue to pursue the establishment of a dedicated assembly area in Tyre, where the majority of international staff members and their dependants reside. UNIFIL will count on the Government of Lebanon to provide the land required for the development of this project, thus honouring its primary obligation to provide security to United Nations personnel. A robust national staff relocation plan, aimed at filling a void that existed in this respect during the most recent conflict, is now in place and has been successfully tested. The plan involves the possibility that UNIFIL military positions

may be required to serve as rally points for national staff (and eligible dependants) in the event of a sudden and extreme deterioration in the security situation. Plans have been made for an additional 9 United Nations positions to be utilized as coordination centres for the relocation of national staff, which would require some logistical support from the mission support component. In addition, UNIFIL will increase its briefings to international and national staff and their dependants in order to raise the level of awareness with regard to personal security measures and current emergency procedures. A new security database for national staff has been finalized, which will rely on the Global Positioning System for plotting the residential coordinates of every staff member. UNIFIL has been independently assessed to be lacking critical fire prevention and fire safety capacity consistent with the policy directive issued by the Department of Field Support and the Department of Safety and Security in this respect. Provision has therefore been made for the creation of a fire safety unit within the Security Section. It is proposed that all posts required for the unit be acquired through internal reassignment.

16. The UNIFIL support component is undergoing major restructuring in 2010/11 on the basis of the rationalization of tasks to the required level of effort and reporting lines, as reflected in its approved budget. Further changes are reflected in the budget submission for 2011/12 to take account of the end of the growth phase, which involved a large number of in-house and outsourced projects requiring extensive efforts, from the preparation of design and tender documents to project management, including quality assurance and oversight, as well as invoice verification and payment. Focus is therefore redirected to the maintenance and upkeep of support infrastructure and the management of long-term service contracts. The centralized approach to service delivery, which formed part of the restructuring endeavours, has proved to be more effective and efficient as a result of the improved oversight of personnel tasked with sectoral responsibilities, economies of scale in the employment of personnel throughout the area of operations, and the elimination of duplication. Wherever possible, recurring services (those not involving significant differences in the levels of effort required at various stages in the Force's life cycle) have been further rationalized in order to deliver the same level of service with a reduced number of personnel. Similar attention has been given to areas of support supplemented by military enablers, from medical to movement control, supply and aviation, with a view to identifying and eliminating duplication of efforts.

17. Proposed are a number of resource-neutral adjustments to be made through the redeployment or reassignment of posts from/to sections/units, one of which is based on the objective of increased focus on risk management, quality assurance, and monitoring and compliance for performance reporting. This capacity is complementary to the compliance and monitoring function created within the Office of the Director of Mission Support in 2010/11. Central to the capacity, which is being created at various levels of the Mission Support Division, is a risk register that considers different areas of exposure for the likelihood of the occurrence and impact of identified risks, as well as a treatment plan for each of the risks.

18. Additionally, pursuant to General Assembly resolution 65/248 on the United Nations common system, the present report reflects the proposed abolishment of 1 P-5 post, 3 P-4 posts, 4 P-3 posts, 16 Field Service posts, 1 National Officer post and 19 national General Service posts and the proposed conversion of 5 Field Service posts to national General Service posts. Furthermore, vacancy rates for international and national staff have been adjusted to take into account this proposed

abolishment of international and national posts and conversion of international posts to national posts.

C. Regional mission cooperation

19. UNIFIL and the Economic and Social Commission for Western Asia (ESCWA) will continue to cooperate and rely on each other's strengths in order to enhance the implementation of their mandates. ESCWA provides regional information on economic and social developments, and leads a number of initiatives involving United Nations staff. UNIFIL will likewise maintain its close cooperation with the Office of the United Nations Special Coordinator for Lebanon, including by embedding substantive personnel in the Office and providing various forms of administrative, logistical and technical support when resources are available. UNIFIL civilian and military personnel will continue to participate in inter-agency coordination meetings for southern Lebanon organized under the auspices of the United Nations Resident Coordinator.

20. Since 1 July 2010, UNIFIL has undertaken an initiative, approved by the legislative bodies for implementation in 2010/2011, to place its information and communications technology components and those of the United Nations Disengagement Observer Force (UNDOF), the United Nations Peacekeeping Force in Cyprus (UNFICYP) and the United Nations Truce Supervision Organization (UNTSO) under a unified information and communications technology regional management structure. The section formerly known as the Communications and Information Technology Section has become Regional Information and Communications Technology Services. The new entity reports directly to the Director of Mission Support, and the Chief of the section also acts as the Regional Chief of Information and Communications Technology, with a Deputy Chief post in UNDOF. The main goals of the initiative are to eliminate duplication of efforts, to achieve economies of scale and to remove disparities among the four missions in terms of information and communications technology service provision.

21. The performance report for 2010/11 will substantiate the tangible benefits that have been realized since the creation of Regional Information and Communications Technology Services. Cooperation among the four missions established in the region has already resulted in the creation of a robust communications backbone and business continuity plan that would enhance disaster recovery and crisis management, and reduce operational risk. Areas such as compliance with minimum operating security standards, support for other regional United Nations agencies and implementing partners, and radio frequency management have also begun to benefit from a formalized Middle East regional information and communications technology structure, as proposed for implementation during the 2010/11 period. Going forward, the objective is to assess and respond with optimal solutions to provide reliable information technology and communications services according to the agreed scale of issue, and to build sufficient levels of redundancy into information technology and communications systems taking into account the UNIFIL security environment.

22. UNIFIL will continue to lead regional training efforts through the provision of training support to other peacekeeping missions and United Nations entities within the region. At present, the Force has a robust training capacity and a training

curriculum that is continually oversubscribed, with interest on the part of both UNIFIL staff and staff of neighbouring missions. Through coordinated planning efforts, training needs are identified and training calendars are shared among missions. Sessions are offered through a combination of in-house resources and consultants hosted by UNIFIL, reducing the number of instances in which similar training needs will be met separately by other regional missions.

23. The regional mandate of the UNIFIL Conduct and Discipline Team, which continues to be staffed through a combination of regular and temporary budgetary provisions, was clarified late in 2010 by the Department of Field Support, which reminded heads of mission of the role of the Team in supporting related obligations set out in the compact between heads of mission and the Secretary-General. UNIFIL can now be officially considered the regional office for the Conduct and Discipline Team, which covers UNIFIL, UNDOF, UNTSO, the Office of the United Nations Special Coordinator for the Middle East Peace Process, UNFICYP, the Office of the Special Coordinator for Lebanon and the United Nations Logistics Base at Brindisi, Italy.

24. With Cyprus designated as a safe haven for UNIFIL staff and their dependants, UNIFIL is heavily reliant on UNFICYP to support it in the event of a security evacuation. If the need should arise, UNFICYP would receive and host the UNIFIL administrative team tasked with processing evacuees and creating conditions to ensure business continuity from a remote location. Through a letter of understanding with UNTSO, UNIFIL maintains its support for Observer Group Lebanon personnel hosted by the Force, and provides that support in terms of infrastructure upkeep, office accommodation, communications and information technology equipment and related services and maintenance, medical support, fuel and spare parts for vehicles, emergency rations and water, and security. UNIFIL continues to depend on the Brindisi-based Regional Aviation Safety Office and receives quarterly aviation safety assistance visits in lieu of maintaining its own civilian staff for that purpose.

25. UNIFIL participates in the inter-agency agreement to maintain a Security Information Operations Centre hosted by the United Nations Development Programme in Beirut, and pays a prorated share of the costs of that service. The office, which is under the umbrella of the North Litani Designated Official, manages data relating to United Nations staff operating and/or living in Lebanon north of the Litani River, and would be responsible for the security clearance of UNIFIL staff travelling to Beirut. In the event of an emergency, the Designated Official (the United Nations Special Coordinator for Lebanon) would ensure the evacuation of UNIFIL staff in Beirut and the head of ESCWA would provide administrative support for the evacuation. UNIFIL will have a Field Security Adviser in Beirut, who will be in constant contact with the North Litani River Chief Security Adviser and will represent the UNIFIL Chief Security Officer at Security Management Team and security cell meetings. UNIFIL will provide security support and clearance and information about evacuation arrangements to staff of United Nations agencies operating within its area of operations. Staff of United Nations agencies based and operating in the UNIFIL area of operations will be fully integrated into the South Litani River Security Plan and will have full access to the UNIFIL emergency communications system and security services. A UNIFIL Military Liaison Officer and Security Officer will conduct weekly meetings with United Nations agencies operating in southern Lebanon in order to ensure full coordination and cooperation on security issues. Additionally, the North Litani Security Management Team in Lebanon recently launched an initiative to have the Chief Security Advisers of all

neighbouring missions and security management teams meet periodically in order to share information and consider the assistance that they can offer to one another in a deteriorated security scenario.

D. Results-based-budgeting frameworks

26. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. Definitions of the terms relating to the six categories are contained in annex I.A to the present report.

Executive direction and management

27. Overall mission direction and management are to be provided by the immediate Office of the Force Commander.

Table 1
Human resources: executive direction and management

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*Subtotal*	*National staff*[a]	*United Nations Volunteers*	*Total*
Office of the Force Commander									
Approved posts 2010/11	1	1	2	—	2	6	2	—	8
Proposed posts 2011/12	1	1	3	—	2	7	5	—	12
Net change	—	—	1	—	—	1	3	—	4
Legal Affairs Section									
Approved posts 2010/11	—	—	1	1	1	3	1	—	4
Proposed posts 2011/12	—	—	1	1	1	3	1	—	4
Net change	—	—	—	—	—	—	—	—	—
Joint Mission Analysis Centre									
Approved posts 2010/11	—	—	3	2	1	6	2	—	8
Proposed posts 2011/12	—	—	3	2	1	6	2	—	8
Net change	—	—	—	—	—	—	—	—	—
Tel Aviv Office									
Approved posts 2010/11	—	—	2	—	2	4	—	—	4
Proposed posts 2011/12	—	—	—	—	—	—	—	—	—
Net change	—	—	(2)	—	(2)	(4)	—	—	(4)
Total									
Approved posts 2010/11	1	1	8	3	6	19	5	—	24
Proposed posts 2011/12	1	1	7	3	4	16	8	—	24
Net change	—	—	(1)	—	(2)	(3)	3	—	—

[a] Includes National Officers and national General Service staff.

Office of the Force Commander

International staff: net increase of 1 post (reassignment of 1 P-4 post)

National staff: net increase of 3 posts (redeployment of 1 national General Service post and reassignment of 2 national General Service posts)

28. As recommended by the joint technical review conducted by the Department of Peacekeeping Operations and UNIFIL, a formalized mechanism for regular strategic dialogue between UNIFIL and the Lebanese Armed Forces will be established to carry out regular analyses of ground forces and maritime assets and set a series of benchmarks reflecting the correlation between the capacities and responsibilities of UNIFIL vis-à-vis the capacities and responsibilities of the Lebanese Armed Forces, as well as take into account the security situation in the area. This would assist the Lebanese Armed Forces in establishing appropriate operational capabilities for carrying out tasks mandated in resolution 1701 (2006), as well as provide for regular reviews of UNIFIL structure, assets and requirements, and facilitate the gradual handover of responsibility to the Lebanese Armed Forces. In terms of its implementation, the joint technical review suggested that this mechanism be established with a secretariat function (similar to that existing for tripartite meetings) that would plan, prepare for, note and follow up on meetings. According to the review, two additional dedicated staff members, one military and one civilian, would be required for the provision of such secretariat support. While the implementation of the mechanism is ongoing, it is proposed that a strategic dialogue mechanism secretariat be established in the Office of the Force Commander under the auspices of the Deputy Force Commander. To support the Deputy Force Commander, it is proposed that the existing post of Chief Movement Control Officer (P-5) in the Movement Control Section be reassigned to the Office of the Force Commander as Political Affairs Officer for Strategic Dialogue (P-4). The Political Affairs Officer for Strategic Dialogue will support the Deputy Force Commander in establishing and maintaining a structured strategic dialogue mechanism between UNIFIL and the Lebanese Armed Forces; establish close working relations with Lebanese Armed Forces counterparts to ensure continuity of focus on issues committed to by UNIFIL and the Lebanese Armed Forces during strategic dialogue meetings; produce periodic reports on the status of the strategic dialogue mechanism outlining key accomplishments, milestones and challenges; contribute UNIFIL input to all related briefing material for the Department of Peacekeeping Operations and the Security Council; and undertake any related special assignments as given by the Deputy Force Commander. It is also envisaged that the Political Affairs Officer for Strategic Dialogue will provide political advice on issues discussed during strategic dialogue meetings, while safeguarding continuity and institutional memory of this process.

29. The main functions of the Best Practices Officer within the Office of the Force Commander are: to assess the institutional learning needs of the Force and develop a knowledge management strategy and workplan to address those needs; to promote a culture of learning in the Force, encouraging staff to leverage learning systems and tools; to serve as a primary point of contact for knowledge-sharing with and across missions and with the Department of Peacekeeping Operations and the Department of Field Support; and to provide methodological guidance and participate in lessons-learned exercises. It is proposed that an existing post of Language Assistant (national General Service) in the Joint Logistics Operations Centre be reassigned as

Best Practices Team Assistant, Office of the Force Commander. The Team Assistant will maintain an electronic log of all correspondence directly to or from the Office, in particular handover notes and End of Assignment Reports; reproduce and maintain in chronological order hard copies of and subject files for all correspondence required to be kept by the Office, which is mandated to collect all End of Assignment Reports for UNIFIL; attend to visitors and calls directed to the Office during extended coverage of the working week; assist with the processing of UNIFIL administrative documents; and perform other administrative duties as required. Without the reassignment of the post of Language Assistant as Best Practices Team Assistant, the Best Practices Officer would have to carry out a number of administrative tasks and thus would be unable to focus fully on analytical activities.

30. In addition, it is proposed that 1 post of Language Assistant (national General Service) in the Joint Logistics Operations Centre be redeployed to the Office of the Force Commander. The incumbent would provide interpretation services during meetings of the Force Commander with representatives of the Lebanese Armed Forces and Lebanese local and religious authorities, and undertake translation work, including the translation of incoming and outgoing correspondence and speeches. The redeployment of 1 additional Language Assistant will better support the Force Commander in the performance of his or her duties by providing additional interpretation services during his or her meetings with Lebanese interlocutors. Given the considerable volume of incoming and outgoing correspondence and public speeches, the incumbent of this post will also have to undertake a considerable amount of translation work. The current post is no longer required in the Joint Logistics Operations Centre, as the related duties are being covered by other language assistants in the Centre.

31. Additionally, it is proposed that an existing post of Language Assistant (national General Service) in the Joint Logistics Operations Centre be reassigned as Relations and Liaison Assistant in the Office of the Force Commander. The incumbent will monitor, interpret, analyse and report on all developments in the local information environment that have a bearing on the implementation of the UNIFIL mandate; research multiple sources for information relevant to understanding local concerns and sensitivities in the context of the UNIFIL mandate; collate and summarize such information for use as strategic communications policy guidance; assist the Force Commander Chief of Special Staff in organizing, planning and holding meetings of the Force Commander with leaders of the local community, religious leaders and local authorities; and perform other duties as required by the Force Commander Chief of Special Staff. No such support is currently being provided in the Office of the Force Commander, and this reassignment is vital for the effective provision of advice to the Office of the Force Commander regarding Lebanese culture, sensitivities and related issues that may influence the successful implementation of the UNIFIL mandate. The reassignment would also foster the development of strategic partnerships with key actors to elicit support for the Force's mandate and a better understanding among the local population of the Force's mandate and activities. The current post is no longer required in the Joint Logistics Operations Centre, as the related duties are being covered by other language assistants in the Centre.

Tel Aviv Office

International staff: net decrease of 4 posts (abolishment of 1 P-5 post, 1 P-4 post, and 2 Field Service posts)

32. Pursuant to General Assembly resolution 65/248, it is proposed that the posts of Senior Coordination Officer (P-5), Political Affairs Officer (P-4), Administrative Assistant (Field Service) and Security Officer (Field Service) be abolished. As indicated in paragraph 13 above, if the Tel Aviv Office is established in the 2011/12 period, staffing and funds will be met from existing approved resources and will be reported in the corresponding performance report.

Component 1: operations

33. Under the operations component, UNIFIL, in close cooperation and coordination with the Lebanese Armed Forces, will continue to build on its achievements in stabilizing the area of operations south of the Litani River, where conditions on the ground have improved significantly. Operational activities will include monitoring the cessation of hostilities and respect for the Blue Line by the parties, assisting the Lebanese Armed Forces in taking steps towards the establishment of an area between the Blue Line and the Litani River free of unauthorized armed personnel, assets and weapons, and taking all necessary action within the mission's capabilities to ensure that its area of operations is not utilized for hostile activities of any kind. UNIFIL will continue to intensify and strengthen its cooperation and coordination with regard to operational activities with the Lebanese Armed Forces, and will maintain a high level of liaison and coordination with the Lebanese Armed Forces and the Israel Defense Forces with a view to maintaining the cessation of hostilities and preventing violations of Security Council resolution 1701 (2006). The Maritime Task Force will continue to patrol and conduct maritime interdiction operations in the area of maritime operations, with an increasing emphasis placed on conducting combined maritime interdiction operations with the Lebanese navy. In addition, given the significant military presence that it represents within a small, densely populated area, UNIFIL will continue to work to mitigate the impact that its operational activities have on the daily lives of the local population, and will encourage the restoration of State authority through confidence-building initiatives and support for and capacity-building assistance to local authorities.

Expected accomplishments	*Indicators of achievement*
1.1 Stable and secure environment in southern Lebanon	1.1.1 Absence of air, sea and ground incursions and firing incidents across the Blue Line
	1.1.2 Lebanese Armed Forces deployed throughout the entire area south of the Litani River, including the part of the town of Ghajar north of the Blue Line and an adjacent area north of the Blue Line
	1.1.3 The area between the Blue Line and the Litani River is free of armed personnel, assets and weapons, except for those of the Lebanese Armed Forces and UNIFIL

1.1.4 Participation by both parties in tripartite meetings and maintenance of liaison and coordination arrangements

Outputs

- 1,200,480 mobile patrol person days, to include reserve capacity and a quick-reaction capacity for the reconnaissance of areas of tension, reconnoitring and intervention, if required, in crisis situations to support other units (10 troops x 328 patrols x 366 days)
- 695,034 manned observation post person days (7 troops per post x 3 shifts per post x 83 permanent observation posts (including the 62 permanent United Nations positions) x 366 days and 3 troops per post x 52 random/ temporary posts x 366 days)
- 500 air patrol hours for the Blue Line patrols and reconnaissance flights within the area of operations
- 1,500 flight hours for investigation of incidents and operational movements for transport of combat assets, reconnaissance, command and control function, liaison and training
- 1,832 naval vessel patrol days to monitor the maritime border of Lebanon, including joint operational exercises with the Lebanese Armed Forces (average of 3 frigates at 275 sea patrol days; average of 4 patrol vessels at 183 sea patrol days; 1 combat supplier at 275 sea days)
- 1,100 flight hours for maritime interdiction patrols and operational activities inside the area of maritime operations (2 helicopters x 2 hours per day x 275 operational days)
- Coordinated operational activities with the Lebanese Armed Forces, including at least 13 counter rocket-launching operations, 3 foot patrols and 11 co-located checkpoints per day
- Conduct of 370 joint/coordinated exercises, seminars, workshops, lectures and training courses with the land and maritime components of the Lebanese Armed Forces to improve their tactical and operational capabilities and to improve the coordination between UNIFIL and the Lebanese Armed Forces at the operational and tactical levels for enhanced effectiveness of combined operations
- 3 reports of the Secretary-General to the Security Council
- Daily and weekly liaison, communication and exchange of information with both parties on issues requiring immediate attention relating to the implementation of Security Council resolution 1701 (2006)
- Chairing and provision of secretariat support services for tripartite meetings on a monthly basis and as required
- Provision of secretariat support services for meetings of the tripartite subcommittee, including the Blue Line subcommittee, as required, and support on a weekly basis for field work to visibly mark the Blue Line on the ground
- Conduct, on a regular basis, of strategic dialogue conferences and other high-level meetings with Lebanese Armed Forces officials on the strengthening of UNIFIL-Lebanese Armed Forces coordination
- Conduct, on an as-required basis, of investigations into alleged violations of Security Council resolution 1701 (2006) and other incidents that risk escalating tensions in the area of operations
- Weekly liaison and coordination meetings with local authorities/community representatives and civic associations/partner organizations on assistance in conflict resolution and confidence-building initiatives, and on progress towards stability at the local level

- Meetings, on a weekly basis and as required, with Lebanese and Israeli authorities, diplomatic representatives and United Nations offices, agencies, funds and programmes on improving the understanding of the mandate, role and activities of UNIFIL
- Briefings to Member States, troop-contributing countries and donor countries, as required, on UNIFIL operational issues
- Daily monitoring and analysis of the media coverage of UNIFIL and regional news, including local and international daily newspapers and periodicals as well as local and regional TV stations, daily morning and afternoon news round-ups, daily and weekly summaries of the Arabic media, and weekly analysis of media trends pertaining to UNIFIL
- Daily and weekly provision of information about UNIFIL to international and local media, facilitation of access for and organization of media visits to UNIFIL activities and operations, including regular visits, requested by university and high school students, to UNIFIL headquarters and the area of operations
- Regular press releases updating the media on UNIFIL activities, regular photo coverage of UNIFIL activities/events (included in the weekly updates of the UNIFIL website in English and Arabic, and featured on the Force's special multimedia site), and up to 3 photo exhibits for special occasions in UNIFIL
- Production of bimonthly radio productions for broadcast in Arabic on local radio stations
- Production and broadcast of 10 television spots (with 1,098 broadcasts on 3 television stations) and 6 short television documentaries (broadcast a total of 72 times, with an additional 205 30-second promotional broadcasts) on local television stations and the Internet, regular audio and video coverage of UNIFIL events and activities, and production of a bimonthly outreach magazine in English and Arabic on the activities of UNIFIL and United Nations agencies throughout the area of operations (6 times per year, 120,000 copies)
- Coordination of demining and explosive remnants of war clearance operations with Lebanese authorities, including the Lebanon Mine Action Centre, on mine and cluster-munitions clearance activities within the UNIFIL area of operations
- Clearance of mines/unexploded ordnance and release of 19,320 m^2 of land in support of the Blue Line barrel marking

Expected accomplishments	*Indicators of achievement*
1.2 Normalization of the authority of the Government of Lebanon in southern Lebanon	1.2.1 All 131 municipal councils in the UNIFIL area of operations fully constituted in accordance with the 2010 municipal election results, fully operational and in charge of municipal affairs; civic and religious institutions functional
	1.2.2 Improvement of public services, including water, sanitation, electricity, health care and education, provided by the Government to all communities in southern Lebanon
	1.2.3 Prevention, by the Lebanese Armed Forces, of the presence of any authority outside the jurisdiction of the Lebanese State
	1.2.4 Strengthening of the civil-military coordination capacity of the Lebanese Armed Forces

Outputs

- Monthly meetings with Lebanese authorities at the central level, including service-related ministries, on the extension of the authority of the Lebanese Government in southern Lebanon, and bimonthly meetings with central or regional governmental institutions responsible for the provision of public services to communities in southern Lebanon
- Daily contacts with local authorities and community leaders on community concerns, including confidence-building measures, and on the resolution of potential sources of conflict between UNIFIL and the local population
- Advice to local authorities on the development of project proposals for funding by external donors and project management and other initiatives to contribute to the enhancement of their standing among communities in southern Lebanon, and advice on the extension of the Government's authority and the discharge of local governance responsibilities
- Coordination with and provision of assistance to the Lebanese Armed Forces to enhance civil-military coordination, through joint training sessions and workshops on project management, negotiation and mediation skills, conflict resolution, confidence-building and protection of civilians
- Advice to and coordination with the Office of the United Nations Special Coordinator for Lebanon, other United Nations offices, agencies, funds and programmes, diplomatic representatives and non-governmental organizations on the overall situation in southern Lebanon, in particular the security situation in the UNIFIL area of operations
- Weekly meetings on programme coordination, information-sharing and contingency planning with United Nations agencies and international and local non-governmental organizations operating in southern Lebanon, including those related to the environment, elections, strengthening local government capacity, recovery, development and humanitarian assistance
- Implementation of 25 quick-impact projects in support of community social needs, access to basic services, capacity-building and conflict management in southern Lebanon
- Monthly consultations with local authorities, civil society, local women's groups and United Nations agencies and other international partners on gender issues and issues related to the protection of children's rights
- Conduct of public information campaigns through the publication of leaflets and trifolds on a regular basis, the holding of press conferences, as required, to brief local and international media on UNIFIL activities and mandate, the daily provision of information to local and international media, the facilitation and organization of media visits to UNIFIL activities and operations, and regular press releases and photo coverage of UNIFIL
- Organization of community outreach activities among the local population to promote confidence-building and conflict resolution

External factors

All parties will remain committed to the implementation of Security Council resolution 1701 (2006); UNIFIL will be accorded full freedom of movement by all parties

Table 2
Human resources: component 1, operations

Category	*Total*
I. Military contingents	
Approved posts 2010/11	15 000
Proposed posts 2011/12	15 000
Net change	—

	International staff								
II. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*Subtotal*	*National staff*[a]	*United Nations Volunteers*	*Total*
Office of Political and Civil Affairs									
Approved posts 2010/11	—	2	4	2	3	11	3	—	14
Proposed posts 2011/12	—	2	4	2	3	11	3	—	14
Net change	—	—	—	—	—	—	—	—	—
Civil Affairs Office									
Approved posts 2010/11	—	1	4	4	1	10	7	—	17
Proposed posts 2011/12	—	1	4	4	—	9	7	—	16
Net change	—	—	—	—	(1)	(1)	—	—	(1)
Beirut Office									
Approved posts 2010/11	—	—	4	—	1	5	4	—	9
Proposed posts 2011/12	—	—	4	—	—	4	4	—	8
Net change	—	—	—	—	(1)	(1)	—	—	(1)
Public Information Section									
Approved posts 2010/11	—	—	2	3	2	7	11	—	18
Proposed posts 2011/12	—	—	2	3	2	7	11	—	18
Net change	—	—	—	—	—	—	—	—	—
Tripartite Coordination Unit									
Approved posts 2010/11	—	—	1	—	1	2	3	—	5
Proposed posts 2011/12	—	—	1	—	1	2	3	—	5
Net change	—	—	—	—	—	—	—	—	—
Subtotal, civilian staff									
Approved posts 2010/11	—	3	15	9	8	35	28	—	63
Proposed posts 2011/12	—	3	15	9	6	33	28	—	61
Net change	—	—	—	—	(2)	(2)	—	—	(2)
Total (I-II)									
Approved 2010/11	—	—	—	—	—	—	—	—	15 063
Proposed 2011/12	—	—	—	—	—	—	—	—	15 061
Net change									(2)

[a] Includes National Officers and national General Service staff.

Office of Political and Civil Affairs

International staff: zero net impact (internal reassignment of 1 Field Service post)

34. The areas of human resources, budget, finance, procurement and overall administration have so far been covered by each of the sections of the Division of Political and Civil Affairs and need to be both streamlined and centralized. It is foreseen that the Office of the Director of Political and Civil Affairs will oversee the human resources management, budget, finance and general administrative tasks of the entire Division at the headquarters and sector levels, and, accordingly, a decision has been taken to strengthen its overall capacity. It is believed that having a senior administrative officer to deal with/supervise administrative functions and to serve as a link with the sections of the Mission Support Division as well as with the Security Section on all administrative issues will contribute to the more efficient functioning of the Division of Political and Civil Affairs and prevent overlaps, while freeing up some substantive resources. It is therefore proposed that the existing post of Public Information Assistant (Field Service) be reassigned as Administrative Officer (Field Service) to augment its capacity to address administrative issues in an efficient and timely manner. Currently, the Office of the Director of Political and Civil Affairs is supported by only 2 administrative assistan[illegible]nd requires a senior Administrative Officer post to coordinate the management of the front office and provide overall guidance to administrative assistants within its five offices (Office of the Director of Political and Civil Affairs, Civil Affairs Office, Public Information Section, Tripartite Coordination Unit and Beirut Office) as well as supervise support staff across the Division. The capacity of a senior Administrative Officer will also assist in guiding support staff in applying appropriate rules and regulations, and productivity gains will be seen in human resource management, financial administration and guidance and in the preparation and implementation of the work programme.

Civil Affairs Office

International staff: net decrease of 1 post (abolishment of 1 Field Service post)

35. Pursuant to General Assembly resolution 65/248, it is proposed that 1 post of Administrative Assistant (Field Service) be abolished.

Beirut Office

International staff: net decrease of 1 post (abolishment of 1 Field Service post)

36. Pursuant to General Assembly resolution 65/248, it is proposed that 1 post of Administrative Assistant (Field Service) be abolished.

Component 2: support

37. During the reporting period, the support component will continue to provide effective and efficient logistical, administrative and security services to support the implementation of the Force mandate, through the delivery of related outputs, the implementation of service improvements and the realization of efficiency gains. Support will be provided to the authorized strength of up to 15,000 military contingent personnel as well as to the proposed civilian staffing establishment of 375 international staff (including temporary positions) and 726 national staff. The range of support will comprise all support services, including the implementation of

conduct and discipline and HIV/AIDS programmes, personnel administration, health care, information and communications technology, ground transport operations, and the monitoring and control of the supply of rations, fuel and general supply items, as well as the provision of security services Force-wide.

38. UNIFIL continues to participate in the pilot project aimed at improving the presentation of the results-based-budgeting frameworks for the support component. Accordingly, the framework set out below presents the indicators of achievement and relevant outputs related to service improvements. The standard support outputs and mission-specific non-standard or specialized outputs are presented in tables 3 and 4, reflecting two comparative periods.

Expected accomplishments	*Indicators of achievement*
2.1 Effective and efficient logistical, administrative and security support for the Force	2.1.1 Continue to assist the Lebanese Armed Forces on the Blue Line road project and facilitate the marking of the Blue Line: (a) Completion of the remaining 13 km of the Blue Line road (11 links); (b) Completion of the production of Blue Line markers; (c) Emplacement of 270 (out of 450) Blue Line markers; (d) Provision of demining support at 40 Blue Line points; Geographic Information System measurement of 60 Blue Line points; support for construction and Geographic Information System verification of 50 markers. Maintenance of Blue Line Information System and provision of up-to-date geospatial data and online services for reporting and web mapping 2.1.2 Completion of force protection measures based on the 2010/11 vulnerability report 2.1.3 Completion of the support-related aspects of the force structure review implementation 2.1.4 Completion of 25 per cent of the Force multi-year infrastructure upgrading programme, representing the rehabilitation of 123 solid buildings, the repair of 480 prefabricated buildings, the rehabilitation of 11 workshops, and asphalting work at 44 positions

Outputs

- Full establishment of the Compliance Unit in the Office of the Director of Mission Support to enhance risk management and audit implementations, resulting in the meeting of 90 per cent of management reporting deadlines and reducing to 5 per cent the proportion of recommendations within the purview of UNIFIL that remain unimplemented for more than 12 months

- Establishment of an information management unit to streamline and enhance information flow, retrieval and retention, reducing retrieval time by an estimated 90 per cent
- Full establishment of a menu-driven rations ordering system to better manage food rations and enhance food portion controls, resulting in cost savings in rations of 1 per cent
- Implementation of a more fuel-efficient injection system for United Nations-owned equipment generators, resulting in 25 per cent fuel efficiency
- 90 per cent compliance by staff with United Nations online mandatory training and the online International Public Sector Accounting Standards modules

External factors

Freedom of movement is provided by the Government of Lebanon; vendors/contractors/suppliers will be able to deliver goods and services as contracted

Table 3
Standard support outputs: component 2, support

Output	*Approved 2010/11*	*Proposed 2011/12*
Emplacement, rotation and repatriation of military and police personnel, and administration of civilian personnel	Average strength of 15,000 military contingents and 1,145 civilian personnel (including 3 temporary positions)	Authorized strength of 15,000 military contingents and 1,101 civilian personnel (including 3 temporary positions)
Monitoring of contingent-owned equipment and self-sustainment services provided	43 formed units inspected and verified through mandatory contingent-owned equipment inspections	40 formed units inspected and verified through mandatory contingent-owned equipment inspections
	352 contingent-owned equipment verification reports forwarded to Headquarters for reimbursement purposes	322 contingent-owned equipment verification reports forwarded to Headquarters for reimbursement purposes
	48 verification reports for the Maritime Task Force forwarded to Headquarters for reimbursement purposes	36 verification reports for the Maritime Task Force forwarded to Headquarters for reimbursement purposes
	3 Contingent-Owned Equipment/ Memorandum of Understanding Management Review Boards conducted	3 Contingent-Owned Equipment/ Memorandum of Understanding Management Review Boards conducted
100 per cent accountability for United Nations-owned equipment	100 per cent accountability for 21,500 United Nations-owned equipment verified and accounted for	100 per cent accountability for 21,500 United Nations-owned equipment verified and accounted for
Rations	3,812,644 person days of rations distributed to 23 locations	3,764,443 person days of rations distributed to 23 locations

Output	Approved 2010/11	Proposed 2011/12
Fuel supply	18.9 million litres of diesel for generators, 9.8 million litres of petrol for vehicles and 1.3 million litres of aviation fuel	19.1 million litres of diesel for generators, 7.4 million litres of petrol for vehicles and 0.9 million litres of aviation fuel
Maintenance of premises	169 hard-wall premises in 63 locations	169 hard-wall premises in 63 locations
Maintenance of generators	203 generators operated and maintained	180 generators operated and maintained
Maintenance of prefabricated buildings	1,813 properties and facilities	1,638 properties and facilities
Maintenance and rehabilitation of roads	100 kilometres of roads	100 kilometres of roads
Fleet of vehicles	971 vehicles	968 vehicles
Fleet of aircraft	9 aircraft	7 aircraft
Flight hours	2,580 flight hours	2,000 flight hours
Airfield locations	31 helicopter landing sites at 21 locations	31 helicopter landing sites at 21 locations
Medical facilities	22 level I clinics, 1 level II and 1 level I+ medical facilities	18 level I clinics, 1 level II and 1 level I+ medical facilities
Communications	2 satellite networks, 10 very small aperture (VSAT) systems, 39 telephone exchanges, 165 microwave links, 78 high frequency (HF) and 51 very high frequency (VHF) repeaters and 1 transmitter	2 satellite networks, 10 VSAT systems, 41 telephone exchanges, 228 microwave links, 83 HF and 72 VHF repeaters and 1 transmitter
Geographic information and maps	42 operational maps, 95 thematic maps, 55 satellite-image maps, 12 web-based e-maps produced	40 operational maps, 80 thematic maps, 70 satellite-image maps, 11 web-based e-maps produced
	9 service provided for terrain analysis, geospatial intelligence and study	10 service provided for terrain analysis, geospatial intelligence and study
	12 Global Positioning System (GPS), Geographic Information System (GIS) and map-related training sessions for UNIFIL staff	12 GPS, GIS and map-related training sessions for UNIFIL staff

Output	*Approved 2010/11*	*Proposed 2011/12*
	2,300 square kilometres of coverage of geospatial data collected for Force operations	2,300 square kilometres of coverage of geospatial data collected for Force operations
Information technology	65 servers, 1,719 desktop computers, 323 laptop computers, 463 printers, 115 digital senders, 33 local-area networks and wide-area networks	56 servers, 1,852 desktop computers, 357 laptop computers, 332 printers, 115 digital senders, 33 local-area networks and wide-area networks

Table 4
Mission-specific, non-standard (or specialized) outputs: component 2, support

Output	*Approved 2010/11*	*Proposed 2011/12*
Operation and maintenance of wastewater treatment plants	26 plants in 13 locations	26 plants in 13 locations
Operation and maintenance of water purification plants	11 water purification plants in 9 locations and 14 water wells in 13 locations	11 water purification plants in 9 locations and 14 water wells in 13 locations
Provision of training and assessment programmes for drivers/operators of all types of vehicles	500 military and civilian drivers	600 military and civilian drivers
Operation of daily shuttle service 5 days a week for UNIFIL personnel	For an average of 24 personnel	For an average of 17 personnel
Operation and maintenance of maritime vessels	7 vessels (3 frigates, 3 patrol boats and 1 support ship)	8 vessels (3 frigates, 4 patrol boats and 1 support ship)
Maintenance of mission-wide land and air evacuation arrangements	1 level III hospital	1 level III hospital
	2 level IV hospitals	3 level IV hospitals
	1 level IV medical facility in 3 locations	1 level IV medical facility in 3 locations
Maintenance of HIV prevention and education for all mission personnel, induction training and promotion of safer sex practices and condom use	140 participants in mandatory HIV/AIDS orientation/induction training sessions for all categories of UNIFIL personnel	5,000 participants in mandatory HIV/AIDS orientation/induction training sessions for all categories of UNIFIL personnel

Output	*Approved 2010/11*	*Proposed 2011/12*
Development and distribution of 9 types of HIV/AIDS information, education and communication materials targeting all UNIFIL personnel	2,000 posters in different languages; 1,500 T-shirts with HIV/AIDS messages; 10,000 brochures/flyers in different languages; 1,000 spring desk calendars; 1,000 computer mousepads with HIV prevention and educational messages; 1,000 voluntary and confidential counselling and testing promotional mugs; 15,000 lanyards/ID card holders; 4 billboards with United Nations messages on HIV/AIDS; 10,000 customized UNIFIL red ribbons; 500 customized UNIFIL drafting boards	1,000 customized UNIFIL posters; 5,000 customized UNIFIL T-shirts; 10,000 customized UNIFIL brochures/ flyers; 2,000 spring desk calendars; 500 voluntary and confidential counselling and testing promotional mugs; 10,000 lanyards/ID card holders; 10,000 customized UNIFIL red ribbons; 500 customized UNIFIL drafting boards; 1,000 UNIFIL customized sets of playing cards
Training of 200 motivated peer educators and scaling-up of peer education, including monitoring and supervision of peer educator sessions for UNIFIL personnel	25 peer educators	25 peer educators
Training of 25 multidisciplinary health-care workers on voluntary and confidential counselling and testing protocols, procedures, universal safety precautions and guidelines for post-exposure prophylaxis	25 multidisciplinary health-care workers based on hospital staff rotations	25 multidisciplinary health-care workers in lieu of uniformed personnel rotations
Training of 50 voluntary, confidential counselling and testing counsellors, and strengthening and scaling-up of the provision and promotion of ethical and professional voluntary and confidential counselling and testing services for all UNIFIL personnel	25 voluntary and confidential counselling and testing counsellors	25 voluntary and confidential counselling and testing counsellors
Provision of security services 24 hours a day, 7 days a week, for all mission areas	Security services provided 24 hours a day, 7 days a week 7 international staff and 7 national staff for emergency communications system	Security services provided 24 hours a day, 7 days a week 7 international staff and 7 national staff for emergency communications system

Output	*Approved 2010/11*	*Proposed 2011/12*
	7 international security officers on call at all times	7 international security officers on call at all times
Provision of 24-hour close protection to senior UNIFIL staff and visiting high-level officials	Close protection of all officials at the level of Assistant Secretary-General and above who visit UNFIL	Close protection of all officials at the level of Assistant Secretary-General and above who visit UNFIL
	1 close protection team, consisting of 6 armed security officers, and 3 armoured vehicles	1 close protection team, consisting of 6 armed security officers, and 3 armoured vehicles
	4 visits per year	4 visits per year
Mission-wide security risk assessment updated according to Department of Safety and Security mandatory returns	Security risk assessment is up to date (updated twice per year)	Security risk assessment is up to date (updated twice per year)
Conduct of informational sessions on security awareness and contingency plans for all UNIFIL personnel	12 sessions	12 sessions
Induction security training and primary fire training/drills for all new UNIFIL staff	26 induction security training sessions	26 induction security training sessions
	1 fire drill per year for all staff	1 fire drill per year for all staff
Residential site surveys for 50 residences	1 residential site survey per week by sector security officers	1 residential site survey per week by sector security officers
Conduct of exercises to test the effectives of the security plan and zone warden system	12 exercises	12 exercises

Table 5
Human resources: component 2, support

Civilian staff	*International staff*						*National staff*[a]	*United Nations Volunteers*	*Total*
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*Subtotal*			
Conduct and Discipline Team									
Approved posts 2010/11	—	—	2	—	—	2	2	—	4
Proposed posts 2011/12	—	—	2	—	—	2	2	—	4
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions[b] 2010/11	—	—	1	1	1	3	—	—	3
Proposed temporary positions[b] 2011/12	—	—	1	1	1	3	—	—	3
Net change	—	—	—	—	—	—	—	—	—
Subtotal									
Approved posts 2010/11	—	—	3	1	1	5	2	—	7
Proposed posts 2011/12	—	—	3	1	1	5	2	—	7
Net change	—	—	—	—	—	—	—	—	—
Security Section									
Approved posts 2010/11	—	—	2	3	47	52	20	—	72
Proposed posts 2011/12	—	—	2	3	43	48	24	—	72
Net change	—	—	—	—	(4)	(4)	4	—	—
Mission Support Division									
Office of the Director of Mission Support									
Approved posts 2010/11	—	1	5	2	7	15	13	—	28
Proposed posts 2011/12	—	1	5	1	6	13	15	—	28
Net change	—	—	—	(1)	(1)	(2)	2	—	—
Office of the Chief of Administrative Services									
Approved posts 2010/11	—	1	12	15	49	77	138	—	215
Proposed posts 2011/12	—	1	11	13	45	70	134	—	204
Net change	—	—	(1)	(2)	(4)	(7)	(4)	—	(11)
Office of the Chief of Integrated Support Services									
Approved posts 2010/11	—	1	18	19	101	139	483	—	622
Proposed posts 2011/12	—	1	16	18	96	131	464	—	595
Net change	—	—	(2)	(1)	(5)	(8)	(19)	—	(27)
Regional Information and Communications Technology Services									
Approved posts 2010/11	—	1	—	3	58	62	52	—	114
Proposed posts 2011/12	—	1	1	3	54	59	51	—	110
Net change	—	—	1	—	(4)	(3)	(1)	—	(4)

Civilian staff	International staff: USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal	National staff[a]	United Nations Volunteers	Total
Total, Mission Support Division									
Approved posts 2010/11	—	4	35	39	215	293	686	—	979
Proposed posts 2011/12	—	4	33	35	201	273	664	—	937
Net change	—	—	(2)	(4)	(14)	(20)	(22)	—	(42)
Subtotal, component 2									
Approved posts 2010/11	—	4	39	42	262	347	708	—	1 055
Proposed posts 2011/12	—	4	37	38	244	323	690	—	1 013
Net change	—	—	(2)	(4)	(18)	(24)	(18)	—	(42)
Approved temporary positions[b] 2010/11	—	—	1	1	1	3	—	—	3
Proposed temporary positions[b] 2011/12	—	—	1	1	1	3	—	—	3
Net change	—	—	—	—	—	—	—	—	—
Total, component 2									
Approved posts 2010/11	—	4	40	43	263	350	708	—	1 058
Proposed posts 2011/12	—	4	38	39	245	326	690	—	1 016
Net change	—	—	(2)	(4)	(18)	(24)	(18)	—	(42)

[a] Includes National Officers and national General Service staff.

[b] Funded under general temporary assistance, in civilian personnel costs.

Security Section

International staff: net decrease of 4 posts (abolishment of 4 Field Service posts)

National staff: net increase of 4 posts (reassignment of 4 national General Service posts)

39. It is proposed that an existing post of Close Protection Officer (P-2) be internally reassigned as Fire Safety Officer (P-2), responsible for supervising the new Fire Safety Unit, which would establish and plan for fire safety services for the Force; command fire units and manage them in all their aspects; create training materials and conduct specialized training sessions for firefighting recruits and security staff, including training on fire engines, technical rescue and firefighting techniques and tactics; prepare building site plans and building evacuation plans and conduct evacuation drills; conduct regular fire and safety inspections of mission facilities, reporting all shortcomings and making recommendations to bring the facilities into line with international fire and safety standards; and conduct fire prevention seminars for United Nations staff. The responsibilities will not include aviation firefighting, as UNIFIL already has a Mission Aviation Safety Officer in the Office of the Director of Mission Support and a Chief Aviation Officer in the Aviation Section, which may not be the case in other peacekeeping missions. The incumbent will develop, coordinate and manage fire safety and prevention programmes for the field operation, including coordination with the fire safety authorities of the host country. In addition, the incumbent will provide fire risk assessment and mitigation plans and design and manage firefighting, fire prevention

and fire safety programmes for all UNIFIL staff. The successful completion of work will mitigate and minimize fire hazards for the Force, resulting in a safe environment for all UNIFIL personnel and reducing fire risks for facilities and equipment. UNIFIL currently has two compounds: Force headquarters and the New Land site. Both locations contain many buildings, warehouses, facilities and United Nations positions, with staff members and military personnel working and residing in the compounds. In both areas, UNIFIL personnel are exposed to numerous fire risks, especially during the summer season, when temperatures often exceed 40 degrees and brush fires are a common occurrence. The mission's lack of a proper fire safety unit with safety and prevention plans increases the risk of the loss or injury of staff members.

40. It is also proposed that 4 national General Service posts (Procurement Assistant, Team Assistant, Fuel Assistant and Electrician/Heating, Ventilation and Air Conditioning (HVAC) Technician) in the Procurement, Finance, Supply and Engineering Sections, respectively, be reassigned as Fire Safety Assistant posts in the Fire Safety Unit. The posts will be located in UNIFIL sectors (Sector West and Sector East), as well as in the Beirut Office. Under the supervision of the Fire Safety Officer, the Fire Safety Assistants will be responsible for maintaining liaison with local firefighting organizations; supporting the preparation of building site plans and building evacuation plans and the conduct of evacuation drills; supporting the conduct of regular fire and safety inspections in the mission's facilities, reporting all shortcomings and making recommendations to bring the facilities into line with international fire and safety standards; conducting fire prevention seminars for United Nations staff; and performing other duties as assigned by the Fire Safety Officer. The proposed reassignment of the national General Service posts to the Fire Safety Unit is possible, as they have been found to be redundant in their respective sections.

41. Pursuant to General Assembly resolution 65/248, it is proposed that 4 Field Service posts (3 Protection Officer and 1 Security Officer) be abolished.

Mission Support Division

Office of the Director of Mission Support

International staff: net decrease of 2 posts (abolishment of 1 P-3 post and conversion of 1 Field Service post)

National staff: net increase of 2 posts (reassignment of 1 national General Service post and conversion of 1 national General Service post)

42. The high volume of documents emanating from the substantive and mission support components, which are processed through the Office of the Director of Mission Support and for which the Office serves as repository, will require additional effort to implement and manage the common archiving and records management doctrine, including the creation of electronic archives that conform to the established document classification system. It is therefore proposed that 1 existing post of Language Assistant (national General Service) be reassigned from the Joint Logistics Operations Centre to the Office of the Director of Mission Support as Team Assistant, supplementing the existing administrative capacity in the Office. Currently, there is no Team Assistant at the national General Service level in the immediate Office of the Director of Mission Support.

43. UNIFIL staff members based in Beirut are housed in UNIFIL House, premises that are leased by the Force and for which the United Nations is reimbursed by the Government of Lebanon. UNIFIL military staff in Beirut are provided with both office space and living quarters within the premises. They carry out such functions as force representation, liaison and military police duties. In addition, a number of substantive component personnel divide their time between Force headquarters and Beirut, in office space earmarked for that purpose, and the Force Commander frequently uses the facility to conduct meetings in Beirut, including those with the representatives of troop-contributing countries. The office also hosts a permanent presence of the United Nations Liaison Office in Beirut. In addition, UNIFIL House supports transit personnel required to travel to Beirut, including with overnight accommodation, which reduces the number of travel claims arising in connection with such travel. The increasing dependence on this facility, which hosts approximately 50 persons on any given day, requires greater attention. It is therefore proposed that an existing post of Driver (national General Service) in the Office of the Director of Mission Support be reassigned as Facilities Management Assistant, who will supervise the above-mentioned team and perform all housekeeping functions, from the receipt of bookings and the allocation and maintenance of accommodation to the raising of rations requisitions and the management of laundry services and United Nations assets. Currently, UNIFIL House, Beirut, is managed on an ad hoc basis by 1 or 2 military personnel who are there for a short period and are then replaced by other military personnel, owing to frequent military rotation schedules. With a full-time Facilities Management Assistant, the premises will be more efficiently managed and kept in good, serviceable condition.

44. Pursuant to General Assembly resolution 65/248, it is proposed that 1 post of Administrative Officer (P-3) in the Compliance and Monitoring Unit be abolished and that 1 Field Service post (Administrative Assistant in the Compliance and Monitoring Unit) be converted to a national General Service post.

Office of the Chief of Administrative Services

International staff: net decrease of 7 posts (abolishment of 1 P-4 post, 2 P-3 posts and 3 Field Service posts, and conversion of 1 Field Service post)

National staff: net decrease of 4 posts (decrease through the abolishment of 1 National Officer post and 3 national General Service posts and the reassignment of 2 national General Service posts; increase through the redeployment of 1 national General Service post and the conversion of 1 national General Service post)

45. The mandate of the Staff Counsellor's Office is to provide day-to-day psychological/counselling support to civilian and military personnel on the basis of referral through the Medical Service, psychological/psychiatric assessment and consequent recommendation, counselling on substance/alcohol dependence/abuse, and critical incident stress management. In addition, workshops on stress management, crisis management, communication in crisis and critical incident stress management (workshops targeting the entire staff as well as specific professional groups such as security officers and zone wardens) are within the Staff Counsellor's portfolio, as is the facilitation and proposal of welfare-related activities. Beyond UNIFIL, the same services are provided on request to regional missions and United Nations agencies. The number of monthly sessions delivered ranges from 78 to 156. Crises and other critical incidents are particularly delicate situations, and all those affected need psychological first aid and support; indeed, lack of counselling

support may lead to the development of post-traumatic stress disorder. In view of the fact that the long reporting line prolongs the time frame for problem-solving, it is proposed that, within Administrative Services, the 2 posts in Counselling/Welfare, consisting of 1 Staff Counsellor (P-4) and 1 Welfare Assistant (national General Service), be redeployed from the Civilian Personnel Section to the auspices of the immediate Office of the Chief of Administrative Services, so as to standardize those functions in line with other peacekeeping operations.

46. It is also proposed that, within Administrative Services, 1 post of Language Assistant (national General Service) in the Civilian Personnel Section/National Staff Unit be redeployed to the Integrated Training Unit. The incumbent is the Arabic- and English-language teacher in UNIFIL, providing UNIFIL personnel with the opportunity to augment their understanding of the local culture or improve their English skills and thus become more effective in carrying out their functions. The nature of this post is more closely aligned with that of the duties carried out by the Integrated Training Unit, and therefore redeployment is proposed. According to the standard peacekeeping mission structure, language programmes fall under the purview of the training unit, and therefore UNIFIL will be realigning its structure to conform to the normative structure for peacekeeping missions. Moreover, the Integrated Training Unit is better equipped to process courses, develop materials and make evaluations.

47. In the Finance Section, it is proposed that 1 post of Team Assistant (national General Service) be reassigned to the Security Section as Fire Safety Assistant. This would have no impact on the functioning of the Finance Section, as the post has been found to be redundant.

48. The Procurement Section is responsible for ensuring the coordinated, efficient and effective delivery of goods and services to the Force. It is also responsible for the local and international procurement of goods and services for the Force, the development of procurement sources and the maintenance of a vendor roster, the conduct of market surveys and the monitoring of contract implementation. Since its expansion in 2007, the Force has entered into a maintenance phase, with a budget significantly lower than that at the time of the expansion. Owing to the expected decrease in workload, it is proposed that 1 post of Procurement Assistant (national General Service) be reassigned to the Security Section as Fire Safety Assistant.

49. Among the training needs of UNIFIL and the training priorities determined by the Department of Field Support, the Department of Peacekeeping Operations and other departments at Headquarters is the provision of language training opportunities to all staff. National, international and military staff should all be able to benefit from a language programme that provides classes in English, Arabic and French, as all three are official languages in Lebanon and are widely used. As it is important that staff have the opportunity to learn languages that will improve their communication skills for the performance of their operational tasks in the mission, as well as to enhance their interaction with the local population, both professionally and personally, the training needs assessment and Headquarters priorities have determined that language programmes are an essential part of the continuous learning opportunities to be provided to staff in field missions. It is therefore proposed that 2 posts of Language Assistant (national General Service) be redeployed to the Integrated Training Unit, one from the Joint Logistics Operations Centre and one from the Civilian Personnel Section.

50. Pursuant to General Assembly resolution 65/248, it is proposed that 10 posts be abolished (1 Human Resources Officer (P-4), 2 Human Resources Officer (P-3) and 1 Welfare Assistant (Field Service) in the Civilian Personnel Section; 1 Procurement Assistant (Field Service) and 1 Administrative Assistant (Field Service) in the Procurement Section; 1 HIV/AIDS Counsellor (National Officer) in the HIV/AIDS Unit; 1 Finance Assistant (national General Service) in the Finance Section; and 2 Facilities Management Assistant (national General Service) in the General Services Section); and that 1 Field Service post (1 Contracts Management Assistant in the Contracts Management Section) be converted to a national General Service post.

Integrated Support Services

International staff: net decrease of 8 posts (abolishment of 1 P-4 post, 1 P-3 post and 3 Field Service posts, reassignment of 1 P-5 post and conversion of 2 Field Service posts)

National staff: net decrease of 19 posts (decrease through the abolishment of 13 national General Service posts, the redeployment of 3 national General Service posts and the reassignment of 5 national General Service posts; increase through the conversion of 2 national General Service posts)

51. The Joint Logistics Operations Centre is a fully integrated military and civilian section whose main function is coordinating the implementation of all logistics and support orders and instructions in order to ensure the provision of effective logistical support by all sections in the Office of the Chief of Integrated Support Services and, where appropriate, administrative support elements and assigned military assets acting as the military/civilian interface. It is the focal point for the client base, primarily the military forces on the ground, providing the centralized management of resource-to-task, planning and execution of optimum support solutions. During crises, it will also oversee the logistical and service support requirements for all evacuation and contingency plans, including movements and aviation support. The management of language support services has seen much change since the transfer of responsibility to the Joint Logistics Operations Centre in November 2008. The Centre has reorganized its management structure to balance operational output and realize staffing efficiencies. The audit by the Office of Internal Oversight Services (OIOS) of the use of language assistants (AP2008/672/08) also identified a weakness in the management of language assistants, who currently number 169 national staff assigned to some 34 formed units in sectors and at headquarters under the daily supervision of military officers but with Joint Logistics Operations Centre oversight.

52. In the past, language support has been provided to the Office of the Force Commander through the Joint Logistics Operations Centre; however, as there is a continuous requirement for language and interpretation services, it is necessary to regularize those functions in the Office of the Force Commander. It is therefore proposed that 1 post of Language Assistant (national General Service) be redeployed from the Joint Logistics Operations Centre to the Office of the Force Commander. The presence of civilian staff members in the Office for the management of language assistants will also provide effective oversight and performance management.

53. The Integrated Training Unit has taken over the responsibility of providing language courses from the Civilian Personnel Section; however, as the Unit does not have enough resources to accommodate all language learning needs, it is proposed that 1 post of Language Assistant (national General Service) be redeployed from the Joint Logistics Operations Centre to the Integrated Training Unit to strengthen its capacity.

54. A needs assessment of the provision of language services through the Joint Logistics Operations Centre has identified an opportunity to pool language assistants in some of the sectors. As a result, some posts have been made available for reassignment to those sections/areas requiring additional resources. It is therefore proposed that: 2 Language Assistant (national General Service) posts be reassigned to the Office of the Force Commander, one as Team Assistant and one as Relations and Liaison Assistant; 1 Language Assistant (national General Service) post be reassigned to the Office of the Director of Mission Support as Team Assistant; and 1 Language Assistant (national General Service) post be reassigned to the Medical Section as Pharmacy Technician, as those posts have been found to be redundant in the Joint Logistics Operations Centre.

55. The Supply Section is responsible for ensuring the management of fuel, rations and general supplies and their provision to UNIFIL. In carrying out its mandate, the Section oversees the operations of a locally contracted company with 10 fuel distribution points and 86 major generator fuel storage sites. The Section also ensures the direct delivery of rations to 23 contingent locations in the mission's area of operations. Additionally, it is tasked with ensuring the storage of predetermined amounts of reserves of petroleum, oil and lubricants, composite ration packs, rations and water. With the full implementation of the turnkey fuel contract in the mission area, it is proposed that 1 post of Fuel Assistant (national General Service) be reassigned to the Security Section as Fire Safety Assistant, as the functions of the Fuel Assistant post are now being carried out by the turnkey fuel contractor and it has been made redundant.

56. In addition, it is proposed that 1 post of Equipment Technician (national General Service) in the Supply Section be redeployed to the Communications Unit of Regional Information and Communications Technology Services. The incumbent of this post, in the General Supply Unit, is a Television Equipment Technician who primarily carries out the repair and maintenance of television equipment. The functions of this post, being of a technical nature, are more naturally aligned with the mandated priorities of Regional Information and Communications Technology Services, and the performance of the Equipment Technician will be enhanced by working in proximity with other technicians, owing to the potential for information-sharing and collaboration. UNIFIL will be able to realize savings in the purchasing of spare parts wherever the requirements of Regional Information and Communications Technology Services and the Supply Section overlap.

57. The Movement Control Section is responsible for the deployment, redeployment, rotation and repatriation of military personnel and contingent-owned equipment; the airlifting of civilian and military personnel within the mission area; the transportation of United Nations-owned equipment and cargo within the mission area; and the management of shuttle buses transporting staff to and from work. The Section is also responsible for the handling of airport and seaport operations, including customs clearance and shipping of United Nations-owned equipment and

contingent-owned equipment. It is the duty of the Chief Movement Control Officer to ensure that all of these mandated responsibilities are carried out effectively. By its very nature, the Movement Control Section operates on an around-the-clock basis, and the Chief Movement Control Officer must therefore be prepared to respond to any crisis that may arise, day or night. The post also entails overseeing all administrative, personnel-related and budgetary matters for the Section. The post of Chief Movement Control Officer (P-5) has been vacant since it was established in 2006/07 during the UNIFIL expansion phase. The limited number of technically cleared candidates and lack of rostered candidates for a P-5 Chief Movement Control post across peacekeeping operations have made it difficult to fill the vacant post at this level. According to guidelines received from the Field Personnel Division of the Department of Field Support, vacant professional posts should be reclassified as senior Field Service posts where possible. The role of the Chief is currently being performed entirely by the incumbent of the Deputy Chief post. It is therefore proposed that the post of Chief Movement Control Officer (P-5) be reassigned to the Office of the Force Commander as Political Affairs Officer for Strategic Dialogue (P-4).

58. It is also proposed that 1 post of Movement Control Assistant (Field Service) in the Beirut Shipping and Clearance Unit of Movement Control Section be established through the reassignment of a post of Electrical Technician (Field Service) from the Engineering Section. The Beirut Shipping and Clearance Unit is currently composed of 3 national General Service Movement Control Assistant posts, with one of the national staff serving as Officer-in-Charge of the Unit. This international post will be responsible for coordinating with customs authorities and ministries, managing the shipment of freight by air and sea, coordinating inland transportation to and from UNIFIL headquarters and military positions throughout the area of operations, managing the customs clearance process, and managing the inland transportation contracts for the section. Additionally, the establishment of 1 Field Service post in the Unit will provide leadership for the three national staff. There is currently no dedicated post in the Movement Control Section responsible for performing these specific duties, and therefore these functions are being carried out by staff within the Airport Operations Unit of the Section. The Airport Operations Unit is an around-the-clock, high-volume, high-demand operation, and the diversion created by the need to carry out shipping-related functions has a negative impact with regard to potential efficiency gains. The benefit of establishing this post would be evident in terms of customs clearances submitted within the accepted time frame, and therefore goods would be released on time, reducing the chances that demurrage would be charged for overdue containers. Additionally, Airport Operations Unit staff would be able to focus on their regular duties, thus reducing stress and fatigue, which have an impact on safety. Delays in the delivery of equipment to the Force would also be mitigated.

59. At the Force Logistics Base, the Engineering Section is tasked with overseeing and carrying out facilities management of a technical nature (power generation, electrical, heating, ventilation and air conditioning, plumbing, carpentry, metal work, masonry and painting), carrying out small-scale construction projects in-house and verifying technical aspects of work completed under external contracts in support of the expanded UNIFIL headquarters. UNIFIL has completed the establishment and construction of 63 military positions throughout its area of operations since the expansion resulting from the adoption of resolution 1701

(2006), and the focus of work has shifted to integrated construction work at the Force Logistics Base. It is therefore proposed that 1 post of Electrical Technician (Field Service) be reassigned from the Engineering Section to the Movement Control Section as Movement Control Assistant. In addition, it is proposed that 1 post of Electrician/HVAC Technician (national General Service) be reassigned to the Security Section as Fire Safety Assistant, with the assigned functions of the Electrician/HVAC Technician absorbed by existing personnel.

60. In Sector West, the Engineering Section is tasked with overseeing facilities management of a technical nature (power generation, electrical, heating, ventilation and air conditioning, plumbing, carpentry, metal work, masonry and painting), carrying out small-scale construction projects in-house and verifying technical aspects of work completed under external contracts in support of military positions in the Sector. Given the decrease of construction work in the sectors, it is proposed that 1 post of Team Assistant (national General Service) be reassigned to the Aviation Section as Air Operations Assistant, with the assigned functions absorbed by existing personnel.

61. Within the Engineering Section, it is also proposed that 4 national General Service posts (1 Material and Assets Management Assistant at the Force Logistics Base, 1 Engineering Assistant in the Utilities Management Unit, 1 Assets Management Assistant in the Assets and Material Management Unit, and 1 Administrative Assistant at the Force Logistics Base) be redeployed to the Office of the Chief Engineer. The Office of the Chief Engineer bears overall mission responsibility for all general and combat engineering support provided by civilian, military or contracted personnel, and general administrative support is centrally provided to other units from within the Office. The internal audit of the management of engineering projects (AP2009/672/05), together with the audit of the management of non-expendable property (AP2009/672/06), entailed closer self-inspection and analysis of workflow and responsibilities within the Engineering Section, resulting in a number of recommendations, which included the filling of critical vacancies and the increased implementation of control monitoring mechanisms. The audit recommendations having been taken into account, 2 national General Service posts will be responsible for migrating from the existing central filing system to conform to the Department of Peacekeeping Operations file classification scheme with regard to shared electronic folders, issuing paper-copy project files and tracking their movement from the filing room, filing and recording relevant information and documents on projects executed by military personnel, and, given their frequent rotation, preserving institutional memory for the related activities. One national General Service staff member will act as the section's primary focal point for compiling budget-related data, and another will act as the Section's primary focal point for compiling operational data for projects in the planning and/or implementation phase. The proposed internal redeployment will augment current administrative support by improving the Section's capacity to proactively produce managerial reports for the Chief Engineer's analytical review to determine where or when pre-emptive action in response to perceived operational risks is required. The receipt of timely and reliable data will improve general efficiency and provide a basis for identifying eco-friendly alternatives (wind turbines, solar panels, geothermal technology) to current practices. Failure to allocate dedicated resources for project monitoring and reporting would expose the Section, and ultimately the Organization, to the misappropriation of assets and, worse still, failure to comply with established technical, safety and environmental standards.

62. Within the Engineering Section, it is also proposed that 6 Field Service and 16 national General Service posts (Materials and Assets Management Assistant posts and Building Maintenance, Electrical and HVAC Technician posts) be redeployed from sectors to the Force Logistics Base. The focus of work has seen a major shift to integrated construction work at the Force Logistics Base, including the construction of 4 hard-wall buildings, the implementation of a three-year replacement plan involving dismantling/demolishing work and the construction of necessary replacements, and the installation of sewage treatment plants in both old and new areas of Force headquarters. The redeployment of these 22 engineering posts, consisting of 4 Field Service and 7 national General Service posts in Sector West and 2 Field Service and 9 national General Service posts in Sector East, would significantly decrease costs relating to the transportation of personnel from their assigned duty stations in the sector. It is also anticipated that, following the completion of the construction phase, a greater number of facilities will require service calls and routine maintenance. Well-equipped technical workshops (on generators, electrical, heating, ventilation and air conditioning, carpentry, and metal work) have been co-located in centralized areas of the Section, reducing the size and subsequent cost of workshops in sector locations. Enabling multi-skilled teams to work at one location will also provide additional opportunities to expose technical staff to other occupational groups, promoting staff development.

63. The Medical Section is responsible for the provision of first aid and emergency assistance in the event of minor wounds and shock, stabilization for evacuation, the immobilization of fractures, the treatment of common illnesses and routine laboratory analysis, as well as the administration of routine medical examinations, immunizations and inoculations. It is proposed that 1 post of Pharmacy Technician (national General Service) be established in the Medical Section through the reassignment of a Language Assistant post (national General Service) from the Joint Logistics Operations Centre. The Pharmacy Technician will assist the National Associate Pharmacist in the following duties: developing, updating and implementing the mission list of drugs and medical consumables on the basis of generic drugs produced according to World Health Organization standards; ensuring the development and maintenance of the system for ongoing inspections of drug safety in all medical facilities in the Force; offering day-to-day advice on pharmaceutical issues, including evaluating various antibiotics in terms of their impact on the local microbiological environment; and ensuring that UNIFIL personnel do not unnecessarily affect the ecological balance through the use of antibiotics. The Pharmacy Technician will also assist the Associate Pharmacist in advising Medical Officers on the specifications of drugs to be requisitioned, and offer a prudent scale of issue in the planning of resupply. Through proactive planning, the incumbent will be responsible for facilitating an unimpeded supply of drugs, medical supplies, medical consumables, vaccines, condoms and blood in the mission. The Pharmacy Technician will also ensure appropriate coverage of duties in the absence of the Associate Pharmacist.

64. In the Aviation Section, the scope of operations of the Air Terminal Unit consists of the provision of ramp management services at the UNIFIL headquarters helipad (Naqoura) and the Sector East headquarters (7-2), which are the two high-volume fields for UNIFIL aviation activities. The Air Terminal Unit provides uninterrupted ground-handling services seven days a week, in collaboration with the Movement Control Section, for more than 25 weekly regular flights (landing and take-off) and a number of unscheduled flights. Additionally, in order to maintain

acceptable levels of risk, the Air Terminal Unit manages more than 35 helipads within and outside the area of operations, requiring monthly inspections and surveys to ensure that the helipads are meeting the required safety and security standards as stipulated in the Department of Peacekeeping Operations Aviation Manual. The aim is to provide a safer and more efficient ramp and helipad management capacity and to reduce the risk of error and the potential for incidents or accidents, which are always costly in aviation. However, additional workforce support will have to be sought through the military staff support provided by contingents to the Air Terminal Unit. While workload analysis shows a requirement for 7 staff to complete the required tasks, those tasks are currently performed by a staff of 2. With the current staffing, the Unit is not able to manage in a safe and efficient manner all the duties and responsibilities assigned to it. Inspections and surveys are not conducted regularly, the induction of battalion air liaison officers is not properly carried out, and activities at helipads are not adequately supervised. Furthermore, the current staffing of the Unit prevents staff from taking leave, since operations require supervision seven days a week, and regularly more than 15 hours per day. Fatigue and stress can and eventually will cause health problems, increasing the risk of error, which in turn will increase the potential for incidents or accidents. With its current staffing, the Unit is also not able to manage helipad 7-2, although the level of activity at that location requires adequate management and supervision. It is therefore proposed that 1 post of Air Operations Assistant (national General Service) be established in the Aviation Section through the reassignment of the post of Team Assistant (national General Service) from the Engineering Section.

65. Pursuant to General Assembly resolution 65/248, it is proposed that 18 posts be abolished (1 Supply Officer (P-3) and 1 Fuel Assistant (Field Service) in the Supply Section, 1 Medical Officer (P-4) in the Medical Section, 1 Engineer (Field Service) in the Engineering Section, 1 Transport Officer (Field Service) in the Transport Section and 13 Language Assistant (national General Service) in the Joint Logistics Operations Centre) and that 2 Field Service posts be converted to national General Service posts (1 Fuel Assistant in the Supply Section and 1 Property Management Assistant in the Property Management Section).

Regional Information and Communications Technology Services

International staff: net decrease of 3 posts (abolishment of 2 Field Service posts and conversion of 1 Field Service post)

National staff: net decrease of 1 post (decrease through the abolishment of 3 national General Service posts; increase through the redeployment of 1 national General Service post and the conversion of 1 national General Service post)

66. Regional Information and Communications Technology Services is responsible for the installation, operation and maintenance of the communications infrastructure and systems throughout the Force's area of operations, including terminal systems, telephone exchanges, repeaters and transmitters, microwave links and radio studios and relay; the operation, maintenance and repair of information technology networks and infrastructure; application development; network security; access control and data integrity; applications and database systems administration; and user support and training. Chief Information Technology Officer is a senior post within the section responsible for the provision of information technology services to the Force. Its functions include supervising diverse units, ranging from software development to service desk support, with a view to providing strong management

of Regional Information and Communications Technology Services and thus reliable and robust information technology services to the Force. Given this context, it is proposed that the post of Chief Information Technology Officer be reclassified from the Field Service (PL) level to the P-4 level. The request to reclassify this currently unencumbered post from the Field Service level to the equivalent Professional level is aimed at the recruitment of a senior information technology professional, which is more prevalent in the Professional category, given the educational qualifications and management experience required. It will be difficult and more time-consuming to hire a suitably qualified candidate for the post if its classification remains at the FS-7 level. The reclassification is also requested in the light of the fact that 11 Field Control Review Board rostered candidates and 21 technically cleared candidates are currently available for the P-4 Chief Information Technology Officer post, while none is available at the FS-7 level.

67. It is also proposed that an existing post of Equipment Technician (national General Service) in the General Supply Unit of the Supply Section be redeployed to the Communications Unit of Regional Information and Communications Technology Services. As explained in paragraph 56 above, the redeployment will allow for better alignment of the post with its organizational structure and promote effectiveness of operations.

68. Pursuant to General Assembly resolution 65/248, it is proposed that 5 posts be abolished (2 Information Technology Assistant (Field Service) and 3 Information Technology Assistant (national General Service)), and that 1 Field Service post (Information Technology Assistant) be converted to a national General Service post.

II. Financial resources

A. Overall

(Thousands of United States dollars; budget year is 1 July to 30 June)

Category	Expenditures (2009/10)	Apportionment (2010/11)	Cost estimates (2011/12)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	—	—	—	—	—
Military contingents	289 673.8	295 615.1	303 479.8	7 864.7	2.7
United Nations police	—	—	—	—	—
Formed police units	—	—	—	—	—
Subtotal	**289 673.8**	**295 615.1**	**303 479.8**	**7 864.7**	**2.7**
Civilian personnel					
International staff	56 957.4	56 887.0	62 725.5	5 838.5	10.3
National staff	38 376.5	33 527.7	36 495.7	2 968.0	8.9
United Nations Volunteers	—	—	—	—	—
General temporary assistance	686.4	549.1	567.6	18.5	3.4
Subtotal	**96 020.3**	**90 963.8**	**99 788.8**	**8 825.0**	**9.7**
Operational costs					
Government-provided personnel	—	—	—	—	—
Civilian electoral observers	—	—	—	—	—
Consultants	89.2	282.0	136.2	(145.8)	(51.7)
Official travel	1 267.0	1 148.7	1 291.8	143.1	12.5
Facilities and infrastructure	64 596.1	49 742.3	54 710.8	4 968.5	10.0
Ground transportation	12 883.6	8 594.3	9 375.6	781.3	9.1
Air transportation	8 692.4	7 753.1	8 517.2	764.1	9.9
Naval transportation	31 165.9	30 456.7	31 905.8	1 449.1	4.8
Communications	17 448.5	16 260.0	15 867.8	(392.2)	(2.4)
Information technology	5 798.5	4 181.7	4 126.5	(55.2)	(1.3)
Medical	4 847.7	4 368.5	4 318.6	(49.9)	(1.1)
Special equipment	4 713.1	5 180.2	5 027.6	(152.6)	(2.9)
Other supplies, services and equipment	4 414.7	3 663.8	3 739.2	75.4	2.1
Quick-impact projects	500.0	500.0	500.0	—	—
Subtotal	**156 416.7**	**132 131.3**	**139 517.1**	**7 385.8**	**5.6**
Gross requirements	**542 110.8**	**518 710.2**	**542 785.7**	**24 075.5**	**4.6**
Staff assessment income	11 979.7	10 996.5	12 298.1	1 301.6	11.8
Net requirements	**530 131.1**	**507 713.7**	**530 487.6**	**22 773.9**	**4.5**
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	**542 110.8**	**518 710.2**	**542 785.7**	**24 075.5**	**4.6**

B. Non-budgeted contributions

69. The estimated value of non-budgeted contributions for the period from 1 July 2011 to 30 June 2012 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-forces agreement[a]	17 686.5
Total	**17 686.5**

[a] Inclusive of land and premises provided by the host Government, including UNIFIL House in Beirut, a rear headquarters evacuation centre, UNIFIL headquarters in Naqoura, and Movement Control offices at seaport and airport.

C. Efficiency gains

70. The cost estimates for the period from 1 July 2011 to 30 June 2012 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Ground transportation	4.7	Introduction of common-rail fuel injection system for 17 replacement 4x4 light vehicles will result in 15 per cent fuel reduction, or 7,252 litres of diesel fuel for the year
Freight and related cost	21.9	Utilization of United Nations-owned trucks, instead of the freight forwarding contract, for the movement of cargo from Beirut to other destinations. Approximately 30 per cent of the inland cargo transportation requirements are planned to be moved, with expected savings of $21,900 in transport cost
Armoured vehicles spare parts	100.0	Continued training provided to drivers and operators of armoured vehicles will result in a lower accident rate (35 per cent reduction), which will lead to a lower spare parts cost
Acquisition of information technology equipment	187.0	Initiative to direct users to centralized printing hardware located in common areas, introduced by Mission Support Division, will result in a significant reduction in the number of printers
Acquisition of communications equipment	400.0	Expansion of Internet protocol telephony using existing data networks will reduce the requirements for traditional private automatic branch exchange (PABX) systems

Category	*Amount*	*Initiative*
Spare information technology parts and supplies	308.8	Implementation of a regional information and communications technology structure. A common platform of equipment among 4 missions in the region will reduce the various types of spare parts required to be held in stock, reducing the proportion of spare parts in the information technology inventory from 7.5 per cent to 5 per cent
Spare parts for communications equipment	561.2	Implementation of a regional information and communications technology structure. A common platform of equipment among 4 missions in the region will reduce the various types of spare parts required to be held in stock, reducing the proportion of spare parts in the communications equipment inventory from 7.5 per cent to 5 per cent
Rations	165.9	Full establishment of a menu-driven rations ordering system to better manage food rations and enhance food portion controls will result in cost savings in rations of 1 per cent
Total	**1 749.5**	

D. Vacancy factors

71. The cost estimates for the period from 1 July 2011 to 30 June 2012 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2009/10*	*Budgeted 2010/11*	*Projected 2011/12*
Military and police personnel			
Military contingents	21	20	18
Civilian personnel			
International staff	22	22	11
National staff			
National Officers	39	30	33
National General Service staff	20	16	9
Temporary positions[a]			
International staff	20	—	—

[a] Funded under general temporary assistance.

E. Contingent-owned equipment: major equipment and self-sustainment

72. Requirements for the period from 1 July 2011 to 30 June 2012 are based on standard reimbursement rates for major equipment (wet-lease) and self-sustainment in the total amount of $118,553,900, as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Major equipment	
Military contingents	78 314.7
Subtotal	**78 314.7**
Self-sustainment	
Facilities and infrastructure	23 702.7
Communications	8 108.7
Medical	3 400.2
Special equipment	5 027.6
Subtotal	**40 239.2**
Total	**118 553.9**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to mission area			
Extreme environmental condition factor	0.6	1 July 2007	26 December 2007
Intensified operational condition factor	0.8	1 July 2007	26 December 2007
Hostile action/forced abandonment factor	3.1	1 July 2007	26 December 2007
B. Applicable to home country			
Incremental transportation factor	0.00-4.00		

F. Training

73. The estimated resource requirements for training for the period from 1 July 2011 to 30 June 2012 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	136.2
Official travel	
Official travel, training	595.2
Other supplies, services and equipment	
Training fees, supplies and services	556.7
Total	**1 288.1**

74. The number of participants planned for the period from 1 July 2011 to 30 June 2012, compared with previous periods, is as follows:

(Number of participants)

	International staff			*National staff*			*Military and police personnel*		
	Actual 2009/10	*Planned 2010/11*	*Proposed 2011/12*	*Actual 2009/10*	*Planned 2010/11*	*Proposed 2011/12*	*Actual 2009/10*	*Planned 2010/11*	*Proposed 2011/12*
Internal	893	590	900	1 950	594	1 057	—	—	4 974
External[a]	121	97	158	45	45	63	—	—	5
Total	**1 014**	**687**	**1 058**	**1 995**	**639**	**1 120**	**—**	**—**	**4 979**

[a] Includes United Nations Logistics Base at Brindisi, Italy, and outside the mission area.

G. Mine detection and mine-clearing services

75. The estimated resource requirements for mine detection and mine-clearing services for the period from 1 July 2011 to 30 June 2012 are as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Special equipment	
Mine detection and mine-clearing equipment	—
Other supplies, services and equipment	
Mine detection and mine-clearing services	1 431.5
Mine detection and mine-clearing supplies	—

H. Quick-impact projects

76. The estimated resource requirements for quick-impact projects for the period from 1 July 2011 to 30 June 2012, compared with previous periods, are as follows:

(Thousands of United States dollars)

Period	*Amount*	*Number of projects*
1 July 2009 to 30 June 2010 (actual)	500.0	27
1 July 2010 to 30 June 2011 (approved)	500.0	25
1 July 2011 to 30 June 2012 (proposed)	500.0	25

III. Qana incident

77. The General Assembly, in paragraph 18 of its resolution 64/282, reiterated its request to the Secretary-General to take the measures necessary to ensure the full implementation of paragraph 8 of resolution 51/233, paragraph 5 of resolution 52/237, paragraph 11 of resolution 53/227, paragraph 14 of resolution 54/267,

paragraph 14 of resolution 55/180 A, paragraph 15 of resolution 55/180 B, paragraph 13 of resolution 56/214 A, paragraph 13 of resolution 56/214 B, paragraph 14 of resolution 57/325, paragraph 13 of resolution 58/307, paragraph 13 of resolution 59/307, paragraph 17 of resolution 60/278, paragraph 21 of resolution 61/250 A, paragraph 20 of resolution 61/250 B, paragraph 20 of resolution 61/250 C, paragraph 21 of resolution 62/265 and paragraph 19 of resolution 63/298; stressed once again that Israel should pay the amount of $1,117,005 resulting from the incident at Qana on 18 April 1996; and requested the Secretary-General to report on this matter to the General Assembly at its sixty-fifth session. Pursuant to the requests contained in those resolutions, the amount has been recorded under accounts receivable in the Special Account for UNIFIL, and the Secretariat has transmitted to the Permanent Mission of Israel 16 letters on the subject, the most recent of which was dated 30 September 2010, to which no response has been received.

IV. Analysis of variances*

78. The standard terms applied with respect to the analysis of resource variances in this section are defined in annex I.B to the present report. The terminology used remains the same as that used in previous reports.

	Variance	
Military contingents	$7 864.7	2.7%

- **Management: increased inputs and same outputs**

79. The increased requirements are attributable mainly to: (a) standard reimbursements to troop-contributing Governments for troop costs, owing to the application of a delayed deployment factor of 18 per cent (compared with the factor of 20 per cent applied in the 2010/11 budget); (b) travel on emplacement, rotation and repatriation, owing to higher chartered flight costs based on actual expenditure patterns and the increased number of troop rotations (43, compared with 40 in 2010/11); and (c) rations, owing to the increase in the number of days of provision from 365 to 366.

	Variance	
International staff	$5 838.5	10.3%

- **Cost parameters: application of international salary scales**

80. The increased requirements are attributable primarily to: (a) the application of step 6 of the international salary scales, instead of step 5, in 2010/11; and (b) the applied vacancy factor of 11 per cent, compared with 22 per cent in 2010/11, owing to lower actual vacancy in the 2010/11 period to date, the abolishment of 24 vacant posts and the conversion of 5 posts to national General Service posts.

	Variance	
National staff	$2 968.0	8.9%

- **Cost parameters: application of vacancy rates**

81. The increased requirements are attributable primarily to the applied vacancy factor of 9 per cent, compared with 16 per cent in 2010/11, owing to lower actual vacancy in the 2010/11 period to date and the abolishment of 20 vacant posts, offset in part by the conversion of 5 international Field Service posts.

	Variance	
Consultants	($145.8)	(51.7%)

- **Management: reduced inputs and same outputs**

82. The variance is due mainly to the non-provision of the consultancy services of two police officers in lieu of the availability of the standing police capacity.

* Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

	Variance	
Official travel	**$143.1**	**12.5%**

- **Management: increased inputs and outputs**

83. The higher requirements are attributable mainly to the increased amount of travel outside the mission area, including travel for training in the context of leadership and other management development programmes.

	Variance	
Facilities and infrastructure	**$4 968.5**	**10.0%**

- **Management: increased inputs and outputs**

84. The increased requirements are attributable mainly to: (a) petrol, oil and lubricants, owing to a higher estimated unit cost for diesel fuel ($0.63 per litre, compared with the $0.47 per litre applied in the 2010/11 budget); (b) field defence supplies, owing to an additional 15,000 m^3 of aggregates to complete Blue Line road link 8, where demining by the Lebanese Armed Forces had been delayed, an additional amount of materials for various security work at the Tyre evacuation centre and the Khiam observation post, and materials for 38 firearms training courses for security officers; and (c) the acquisition of fuel tanks and pumps, owing to the relocation of the fuel station and the strategic reserve stock because of their vulnerability at their current location in Naqoura. The increased requirements are offset in part by reduced requirements for accommodation equipment due to the postponement of upgrades to accommodation.

	Variance	
Ground transportation	**$781.3**	**9.1%**

- **Management: increased inputs and reduced outputs**

85. The variance is attributable primarily to increased requirements for petrol, oil and lubricants owing to a higher estimated unit cost for diesel fuel ($0.63 per litre, compared with the $0.47 per litre applied in the 2010/11 budget), offset in part by the projected reduced consumption of diesel fuel (7,409,367 litres, compared with 9,626,298 litres in the 2010/11 budget).

	Variance	
Air transportation	**$764.1**	**9.9%**

- **Management: increased inputs and reduced outputs**

86. The variance is attributable primarily to increased requirements for the rental and operation of helicopters owing to the increase in guaranteed fleet costs for the commercial aircraft, offset in part by the decrease in flight hours (2,000 hours, compared with 2,574 hours in the 2010/11 budget) and in the number of aircraft (7, compared with 9 in the 2010/11 budget).

	Variance	
Naval transportation	**$1 449.1**	**4.8%**

- **Management: increased inputs and same outputs**

87. The variance is attributable primarily to increased requirements for rental and operations, whereby provision is proposed for the deployment of 8 vessels (3 frigates, 4 green/brown assets and 1 combat support ship) and 2 helicopters, as compared with the 2010/11 budget provision for the proposed deployment of 7 vessels (3 frigates, 3 green/brown assets and 1 combat support ship) and 2 helicopters.

	Variance	
Communications	**($392.2)**	**(2.4%)**

- **Management: reduced inputs and same outputs**

88. The variance is attributable primarily to reduced requirements for the acquisition of spare parts for communications equipment, owing to the regional information and communications technology service initiative whereby a common platform of equipment among 4 regional missions will reduce the number of spare parts required to be held in stock.

	Variance	
Special equipment	**($152.6)**	**(2.9%)**

- **Management: reduced inputs and same outputs**

89. The variance is attributable primarily to: (a) non-provision for the acquisition of observation equipment; and (b) decreased requirements to troop-contributing Governments for the reimbursement of contingent-owned equipment owing to a lower memorandum of understanding amount, offset in part by the application of a delayed deployment factor of 18 per cent (compared with 20 per cent in the 2010/11 budget).

V. Actions to be taken by the General Assembly

90. The actions to be taken by the General Assembly in connection with the financing of UNIFIL are:

(a) Appropriation of the amount of $542,785,700 for the maintenance of the Force for the 12-month period from 1 July 2011 to 30 June 2012;

(b) Assessment of the amount of $90,464,283 for the period from 1 July to 31 August 2011;

(c) Assessment of the amount of $452,321,417 for the period from 1 September 2011 to 30 June 2012, should the Security Council decide to continue the mandate of the Force.

VI. Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolutions 64/269 and 64/282 and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly, and of the United Nations Board of Auditors and the Office of Internal Oversight Services

A. General Assembly

Cross-cutting issues

(Resolution 64/269)

Decision/request	*Action taken to implement decision/request*
Section I: budget presentation and financial management	
Reaffirms that budget submissions should reflect management improvements and efficiency gains to be achieved and should present future strategies in that regard (para. 10).	Initiatives to achieve efficiency gains are reflected in paragraph 70 above.
Stresses the importance of further steps by the Secretary-General towards improving budget presentations and making more accurate forecasts (para. 11).	Improvement in planning and budget forecasting was evident at the end of the 2009/10 performance period, as the unutilized balance had been reduced from 11.6 per cent in 2008/09 to 8.1 per cent in 2009/10.
Notes with concern the significant amount of prior-period obligations cancelled by several missions, and reiterates its request that the Secretary-General improve control over obligations (para. 15).	UNIFIL has implemented measures to ensure that only necessary obligations are carried forward to the next period. The Force has implemented a monthly review of obligations by each self-accounting unit. Feedback is closely monitored to ensure that needed obligations are maintained during the year and that all efforts are made to acquire goods/services within the reporting period. At the end of the reporting period, the senior leadership of UNIFIL conducts a review to confirm compliance with the criteria set by the Controller for carrying forward obligations to the next period. As a result of the measures implemented, UNIFIL reduced the cancellation of prior-period unliquidated obligations from 13 per cent ($3.7 million) for the 2007/08 period to 8 per cent ($2 million) for the 2008/09 period.

Financing of the United Nations Interim Force in Lebanon

(Resolution 64/282)

Decision/request	*Action taken to implement decision/request*
Requests the Secretary-General to ensure that proposed peacekeeping budgets are based on the relevant legislative mandates (para. 11).	The proposed UNIFIL 2011/12 budget is based on the mandate set by the Security Council.

B. Advisory Committee on Administrative and Budgetary Questions

Cross-cutting issues

(A/64/660)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee welcomes the effort to refine the budget presentation and looks forward to continued improvement. However, in the Committee's view, the section on planning assumptions should be further developed so as to provide a more accessible narrative which would give a clearer presentation of overall resource requirements and programmatic aspects and describe not only planned initiatives but also the linkage to current operational requirements (para. 16).	Implemented in the UNIFIL budget submission for the 2011/12 period.
The Advisory Committee continues to believe that the scope of efficiencies could be expanded to include other components. Furthermore, the Committee notes a continued lack of clarity as to what exactly constitutes an efficiency gain. In this connection, the Committee reiterates that a distinction must be made between savings, which are in essence cost reductions achieved through efficiency measures, and underexpenditures, which may be a reflection of delays in the implementation of programmed activities or their non-implementation (see A/63/746, para. 16). The Committee notes the definition of efficiency gains put forward by the Secretary-General (see A/64/643, para. 60). The Committee broadly views efficiency gains as the achievement of the same result with fewer resources (para. 20).	Refer to paragraph 70 above.

Request/recommendation	*Action taken to implement request/recommendation*
The Committee reiterates its recommendation that future performance reports should include a fuller explanation of the redeployments between major expenditure categories that are authorized by the Controller (see A/63/746, para. 15) (para. 22).	Implemented in the 2009/10 performance report.
The Committee again emphasizes that, as a rule, general temporary assistance funding should be used in exceptional and/or peak workload circumstances, for the replacement of staff on maternity or sick leave, or for time-limited projects (see A/63/841, para. 56). Although exceptions are sometimes made by the General Assembly or recommended by the Committee, general temporary assistance funding should not be sought for functions of a continuing nature or for long periods. Furthermore, requests for general temporary assistance funding should not be resubmitted repeatedly for the same function, nor should recommendations in favour of such funding be viewed as carrying with them the expectation of conversion to posts in the next budget period. The Committee is concerned that this funding mechanism is increasingly being misused, with the result that the budgeting for personnel has become less transparent. The Committee recommends that future requests include an explanation for the continued use of general temporary assistance funding for a particular function, as well as an indication of the length of time the function has been carried out using such funding. Moreover, requests for conversion in missions that are drawing down should be made only in exceptional circumstances (para. 48).	The General Assembly, by its resolution 61/276, approved a combination of positions funded under general temporary assistance and posts to staff the conduct and discipline capacities both at Headquarters and in the field. In subsequent resolutions, the Assembly reconfirmed this basis for the staffing of new conduct and discipline capacities in the field (see resolutions 62/232 and 62/233). In its related report (A/62/781), the Advisory Committee on Administrative and Budgetary Questions came to the conclusion that the conduct and discipline function in peacekeeping was still evolving and that it was prudent to retain some temporary staff as part of the Conduct and Discipline Unit/teams. Accordingly, the Committee recommended against approval of the Secretary-General's proposals to convert all conduct and discipline positions funded under general temporary assistance to posts, as well as the proposed change in nomenclature for the Conduct and Discipline Teams in the field. In accordance with the report, the Committee will consider specific staffing requests in the context of the proposed budgets for the support account and the missions.
The Advisory Committee sees merit in the proposal to strengthen and formalize the regional coordination of information and communications technology services in UNIFIL, UNDOF, UNFICYP and UNTSO and requests that a progress report be provided in the next overview report of the Secretary-General (para. 66).	A summary was provided in the report of the Secretary-General providing an overview of the financing of the United Nations peacekeeping operations (A/65/715).

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee urges the Secretary-General to continue to pursue the important efforts in the area of demining and encourages him to seek ways to facilitate the dissemination of relevant information to the general public (para. 71).	UNIFIL has incorporated information about mine action into its website.

Financing of UNIFIL

(A/64/660/Add.14)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee reiterates the need for the expeditious implementation of the relevant recommendations of oversight bodies (para. 3).	UNIFIL has implemented all recommendations of the oversight bodies.
The Committee trusts that the pending death and disability claim (in 2009/10) and the five draft memorandums of understanding will be finalized expeditiously (para. 13).	All death and disability claims pending in the 2009/10 period were processed and settled. As at 31 January 2011, of the 5 draft memorandums of understanding, 2 had been finalized and signed, 1 was awaiting signature by the Permanent Mission and the remaining 2 had been sent to the respective permanent missions and were awaiting review and concurrence.
The Advisory Committee sees merit in the proposal to strengthen and formalize the regional coordination of information and communications technology services. It requests that the Secretary-General report on the status of implementation of the new information and communications technology regionalization strategy, including actual cost benefits, in the context of the budget proposal for the period 2011/12 (para. 23).	A summary was provided in the report of the Secretary-General providing an overview of the financing of the United Nations peacekeeping operations (A/65/715).
The Advisory Committee supports the establishment of the Compliance and Monitoring Unit and trusts that recommendations of oversight bodies will therefore be addressed more expeditiously. The Committee requests an update on the work of the new Unit in the context of the budget proposal for 2011/12 (para. 38).	Initial efforts have seen the adoption of a UNIFIL risk register, currently being supplemented with a treatment plan, which will be actively managed by the Compliance and Monitoring Unit. Key performance indicator reporting in two functional areas (personnel and procurement) has been rolled out and will be extended to a number of other areas before the end of the current financial period. This activity expands the more traditional approach to compliance — which is focused primarily on responding to audit scrutiny — to a more proactive system of risk mitigation through increased attention to risk areas and active monitoring of performance benchmarks.

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee requests that an update on procedures, rates and modalities for the reimbursement of vessels in the Maritime Task Force be provided in the context of the 2011/12 budget proposal (para. 48).	The rates used for the reimbursement of the maritime contributing countries for the provision of maritime units and self-sustainment services are provided in letters of assist with regard to ships and helicopters, and in memorandums of understanding with regard to self-sustainment. The procedures used for the verification of Maritime Task Force units are included in the relevant UNIFIL guidelines. UNIFIL continued to overcome the challenges of completing the verification of contingent-owned equipment in respect of Maritime Task Force assets, and is ensuring an equivalent level of verification using home-grown procedures. The procedures in place are based on the mode of operation of the Task Force and the axiomatic fact that ships can operate only if all their equipment and services are listed in the letters of assist and memorandums of understanding, rendering physical inspections redundant. A standard operating procedure was developed to permit the monthly Maritime Task Force tracking table to serve as the operational usage report. That procedure has been endorsed by Headquarters and is being implemented to the full satisfaction of the Department of Field Support and the maritime contributing countries.
With regard to UNIFIL's portion of the claimed global discount amounting to €527,508, the Advisory Committee expects that this matter will be resolved expeditiously and requests an update in the context of the proposed budget for the 2011/12 period (para. 53).	As result of negotiations between the Procurement Division and the contractor, the mission's portion of the global discount was reduced to €292,692.48. The first credit note, for €146,346.24, was received on 27 October 2010. The contractor expected to deliver the second credit note, for the remaining balance of €146,346.24, prior to the end of January 2011.
The Advisory Committee notes the concern expressed by the Board of Auditors that vague contract provisions may cause financial loss to the Organization. The Committee recommends that UNIFIL, in close cooperation with the Procurement Division, ensure the application of contract provisions so as to secure contractually stipulated discounts. Further, the Committee requests that the Secretary-General report thereon in the context of the proposed budget for the 2011/12 period (para. 54).	UNIFIL raised the issue of discounts with the Procurement Division. Discounts and surcharges are not covered by the statement of work, which describes the technical performance expected of the contractor. Since discounts and surcharges are related to the financial aspects of contracts, the Procurement Division develops discount/surcharge terms. UNIFIL has allocated funding to enable it to participate in contract negotiations once a contract has been awarded, to ensure that it knows how to implement all aspects of the finalized contract and all attachments.

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee requests that an update on the finalization of the draft emergency response plan be provided in the context of the proposed budget for the 2011/12 period (para. 55).	The emergency response plan was finalized on 15 December 2009 and disseminated throughout UNIFIL. It was amended and promulgated on 2 June 2010.

C. Board of Auditors

(A/64/5 (Vol. II))

Request/recommendation	*Action taken to implement request/recommendation*
Unliquidated obligations	
The Board reiterates its previous recommendation that the Administration ensure that all missions comply strictly with the Financial Regulations and Rules of the United Nations relating to the criteria for the creation and cancellation of obligations (para. 33).	The obligations retained at the end of the 2008/09 period were reserved in accordance with the established procedures. The subsequent cancellation of the obligations was the result of the erratic fluctuation in the market price of fuel and the non-installation of the planned prefabricated building at the New Land compound owing to the delay in road construction and related construction work. The total obligations retained at the end of the 2009/10 period were $4.8 million less than those retained at the end of the 2008/09 period. The improvement is the result of regular reviews by UNIFIL to ensure that only valid obligations are retained in the accounts. On a monthly basis, UNIFIL management issues memorandums that include detailed reports on outstanding obligations to all certifying officers and self-accounting units for review so that they can liquidate the balance of the obligations that are no longer required or take other action. This effort will be intensified towards the end of the reporting period to ensure that only valid obligations will be carried forward to the next reporting period.
Contract management	
The Board reviewed four case files of contract extensions valued at $1.12 million and noted that two contracts had been extended after their expiration dates. The Board recommends that UNIFIL approve all contract extensions before the expiration dates (paras. 96-97).	All contractors had agreed to the optional extension of their contracts, although UNIFIL did not notify them 30 days prior to the expiration of the contracts, including the two identified by the Board of Auditors. On 3 November 2009, UNIFIL management issued an instruction to all procurement staff directing them to ensure that the extension of contracts was carried out in a timely manner and that all information necessary for contract extension was included in the related amendments.

Request/recommendation	*Action taken to implement request/recommendation*
Liquidated damages and insurance coverage	
A contract in the not-to-exceed amount of €37.77 million for provision of rations required the contractor to obtain and maintain insurance coverage for a minimum amount of $10 million for every occurrence giving rise to claims. However, as at the time of the audit, UNIFIL had not provided the contractor's certificate. The Administration agreed with the Board's recommendation to ensure that UNIFIL maintain appropriate documentation of contractors' insurance coverage, as provided for in their contracts (paras. 135-136).	UNIFIL management has acted on the recommendation and issued administrative instruction 2009/014, dated 15 August 2009, to ensure the enforcement of contractor compliance with insurance obligations and the maintenance of copies of such certificates at the mission level. UNIFIL has obtained the required copies of insurance certificates and will maintain them in the appropriate files.
Stock ratios and surplus	
The Administration agreed with the Board's recommendation to (a) review the non-expendable property at all active missions in order to ascertain the realistic quantities that should be held, (b) identify and declare surplus assets in the system and (c) take appropriate measures to transfer all surplus assets to missions in need of them or to the United Nations Logistics Base at Brindisi, Italy, or to dispose of them as appropriate (para. 180).	Currently, UNIFIL maintains some assets in stock at levels slightly exceeding the stock ratios recommended by the Department of Field Support, owing to ongoing projects and in order to fulfil other requirements. It should be noted that the targets set by the Department are guidelines and should not be interpreted as minimum or stringent levels. Chiefs of self-accounting units are requested to provide to management monthly analyses of stock ratio reports justifying deviations from the prescribed stock ratios (if any). Pursuant to the UNIFIL action plan, as at 30 June 2010 all assets qualified as surplus had been declared, with the exception of assets earmarked for the New Land project of UNIFIL. Assets qualified as surplus have been declared in the Galileo system for possible transfer to other missions that may have a need for them. The assets not requested during the period of 180 days following their declaration as surplus will be disposed of through sale.

Request/recommendation	*Action taken to implement request/recommendation*
Replacement of vehicles	
The Board recommends that the Administration ensure that all missions perform a cost analysis for the vehicles with high mileage and decide whether to replace such vehicles, taking account of the mission's specific circumstances (para. 228).	The ageing stock has been analysed, and vehicles considered unsafe for operation have been written off. Vehicles found to be in good condition, although having exceeded their life expectancy, will remain in operation as long as they are economical to maintain and safety is not compromised.
Emergency response plan	
UNIFIL did not formulate an emergency response plan in its Fuel Unit as required by the Department of Peacekeeping Operations/ Department of Field Support Fuel Operations Manual. The Administration agreed with the Board's recommendation that UNIFIL formulate an emergency response plan as soon as possible and keep it up to date in accordance with the Department of Peacekeeping Operations/ Department of Field Support Fuel Operations Manual (paras. 251-252).	The emergency response plan was finalized on 15 December 2009 and disseminated throughout UNIFIL. It was amended and promulgated on 2 June 2010.
Vacancy and turnover rates	
There were 189 vacant posts, of which 40 were international and 149 were national. A total of 136 posts of civilian personnel had been vacant for more than 2 years, with the longest vacancy being 10 years. The Administration agreed with the Board's reiterated recommendation to take urgent measures to fill vacancies so as to enable the missions to execute their mandates effectively (paras. 321 and 324).	As a result of the ongoing approval of candidates by the field central review body and the subsequent and daily updating of the candidate roster in Nucleus, combined with the delegation of recruitment authority to UNIFIL, the Force's most critical posts in the P-5 category and higher, with the exception of the Senior Coordinator in the Tel Aviv Office, have been filled or are subject to active recruitment/on-boarding. Expected vacancies are closely monitored in order to ensure that they are filled in a timely manner. As at 20 January 2011, the overall vacancy rate for international posts was 15 per cent. 36 posts are subject to active recruitment/on-boarding, which, once completed, will bring the international vacancy rate to 6 per cent. During the 2010/11 period, a total of 95 national posts have been abolished. As at 20 January 2011, the vacancy rate for national General Service staff was 11 per cent and was expected to decrease to 7 per cent once those under recruitment were on board. The vacancy rate for National Professional Officers is 31 per cent and is expected to be further reduced to 17 per cent once those undergoing the selection process have been recruited. UNIFIL continues to be committed to further reducing the vacancy rates.

Request/recommendation	*Action taken to implement request/recommendation*
Project implementation	
The Board reiterates the previous recommendation that the Administration ensure that all missions take appropriate measures to ensure that quick-impact projects are completed within the specified time frames (para. 363).	When approving new proposals, UNIFIL will continue to give due consideration to external factors that may delay projects. However, many external delaying factors, including weather conditions, cannot be foreseen or mitigated. UNIFIL will continue to ensure close monitoring and collaboration with executing agencies.
Project evaluation	
The Board recommends that the Administration ensure that UNIFIL adheres to the guidelines and procedures relating to quick-impact projects (para. 366).	UNIFIL is currently fully compliant with the guidelines relating to quick-impact projects. In 2010, the Board of Auditors reviewed UNIFIL compliance with annual evaluation requirements and was satisfied that the guidelines were being followed.

D. Office of Internal Oversight Services

(A/64/326 (Part II))

Request/recommendation	*Action taken to implement request/recommendation*
In an audit of air operations in UNIFIL (AP2008/672/01), OIOS found significant differences between planned and actual flight hours, due primarily to inadequate planning. In particular, OIOS noted that while actual hours were significantly higher than budgeted hours for passenger and VIP flights, actual hours were lower than budgeted hours for core operations, which might indicate that operations had not been implemented as intended. The mission stated that it had no reasonable basis for estimating the time required for patrolling when the budget was being prepared 12 months in advance. The mission accepted the recommendation of OIOS to perform appropriate analyses to ensure that the implementation of mandated activities was accepted. The Department of Field Support clarified that the difference between planned and actual flights was due not to inadequate planning, but to the unique prevailing and changing circumstances during the period covered by the OIOS audit. At the time, owing to the deteriorated security situation in Lebanon, regular shuttle flights had to be introduced, which resulted in a	UNIFIL has since changed its classification of flight hours to correctly reflect the utilization of its air assets. For example, the support provided to troop-contributing-country delegations conducting reconnaissance activities in conjunction with frequent rotations would previously have been reflected as passenger or VIP flights, whereas they should be considered as operational flights. Aircraft are optimally employed, and there is no evidence that operational tasks may have been compromised as a result of the use of aircraft to carry out other tasks.

Request/recommendation	*Action taken to implement request/recommendation*
significant increase in hours for passenger transportation. The VIP flights were not for VIPs only, but mainly for official delegations, which included the military visits of future commanders and their staff for orientation before rotation. Some other VIP flights were for United Nations Headquarters personnel who had visited the mission for management reviews (para. 66).	

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terms have been applied with respect to proposed changes in human resources (see sect. I):

- **Post establishment**: a new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources
- **Post reassignment**: an approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post
- **Post redeployment**: an approved post is proposed to be redeployed to cover comparable or related functions in another office
- **Post reclassification**: an approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially
- **Post abolishment**: an approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission
- **Post conversion**: three possible options for post conversion are as follows:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts

B. Terminology related to variance analysis

Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

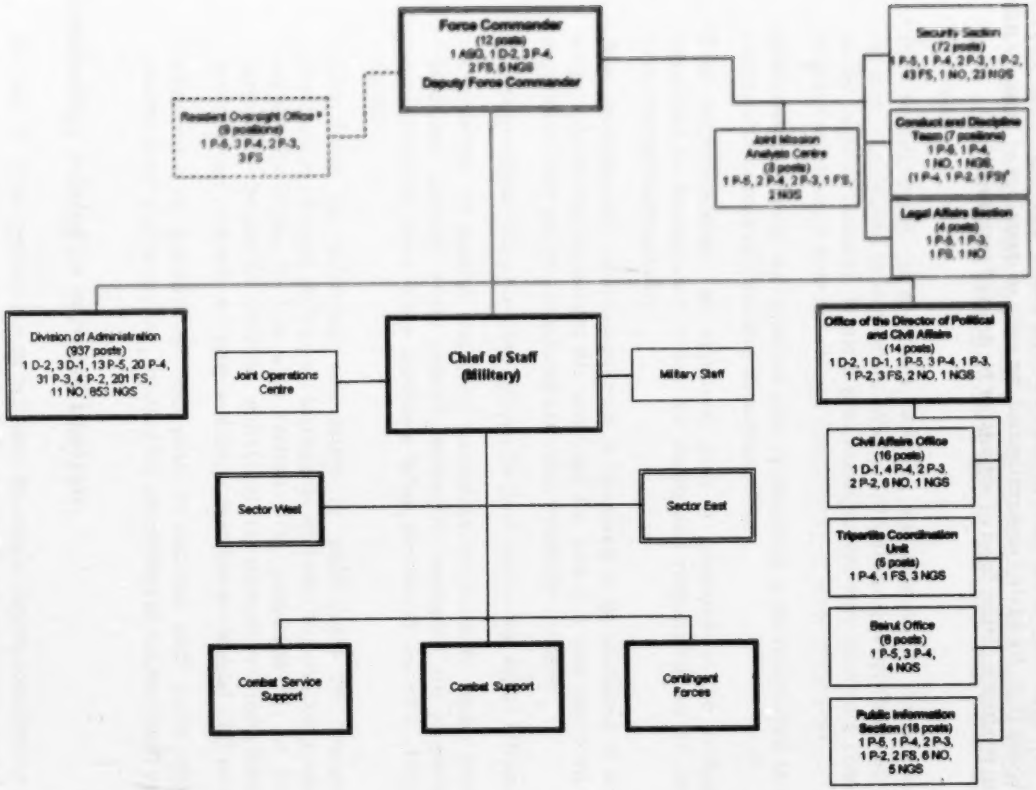
- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate

- **External**: variances caused by parties or situations external to the United Nations
- **Cost parameters**: variances caused by United Nations regulations, rules and policies
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

Annex II

Organization charts

A. Operations

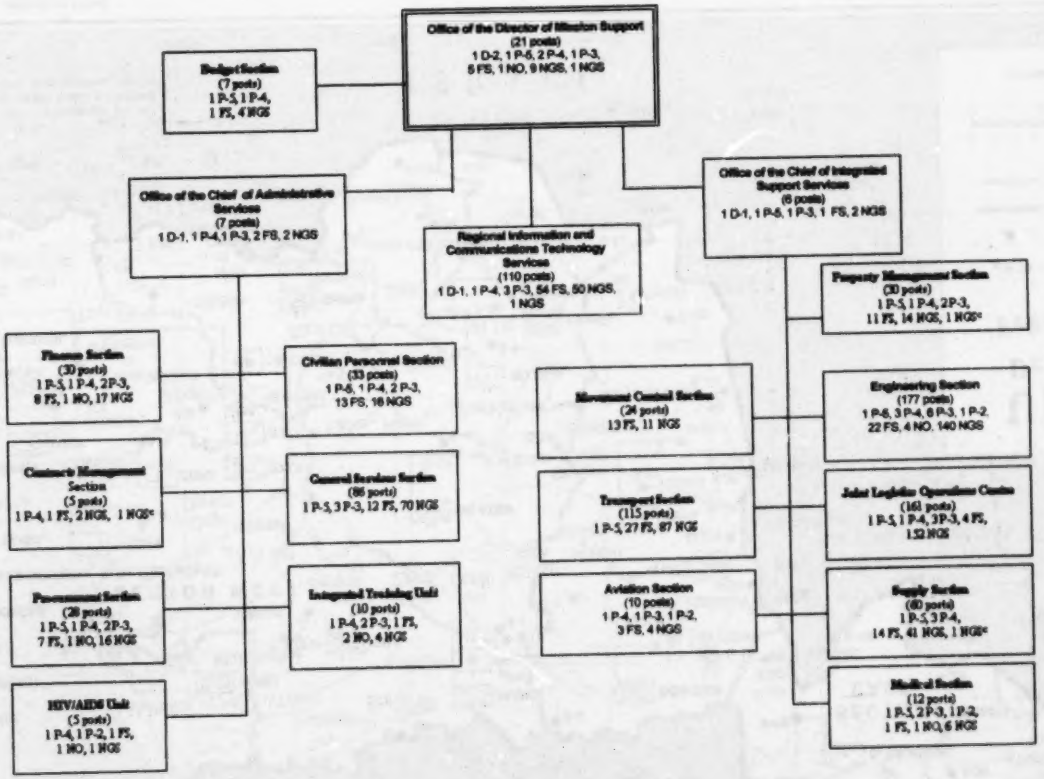


Abbreviations: ASG: Assistant Secretary-General; FS: Field Service; NO: National Officer; NGS: national General Service.

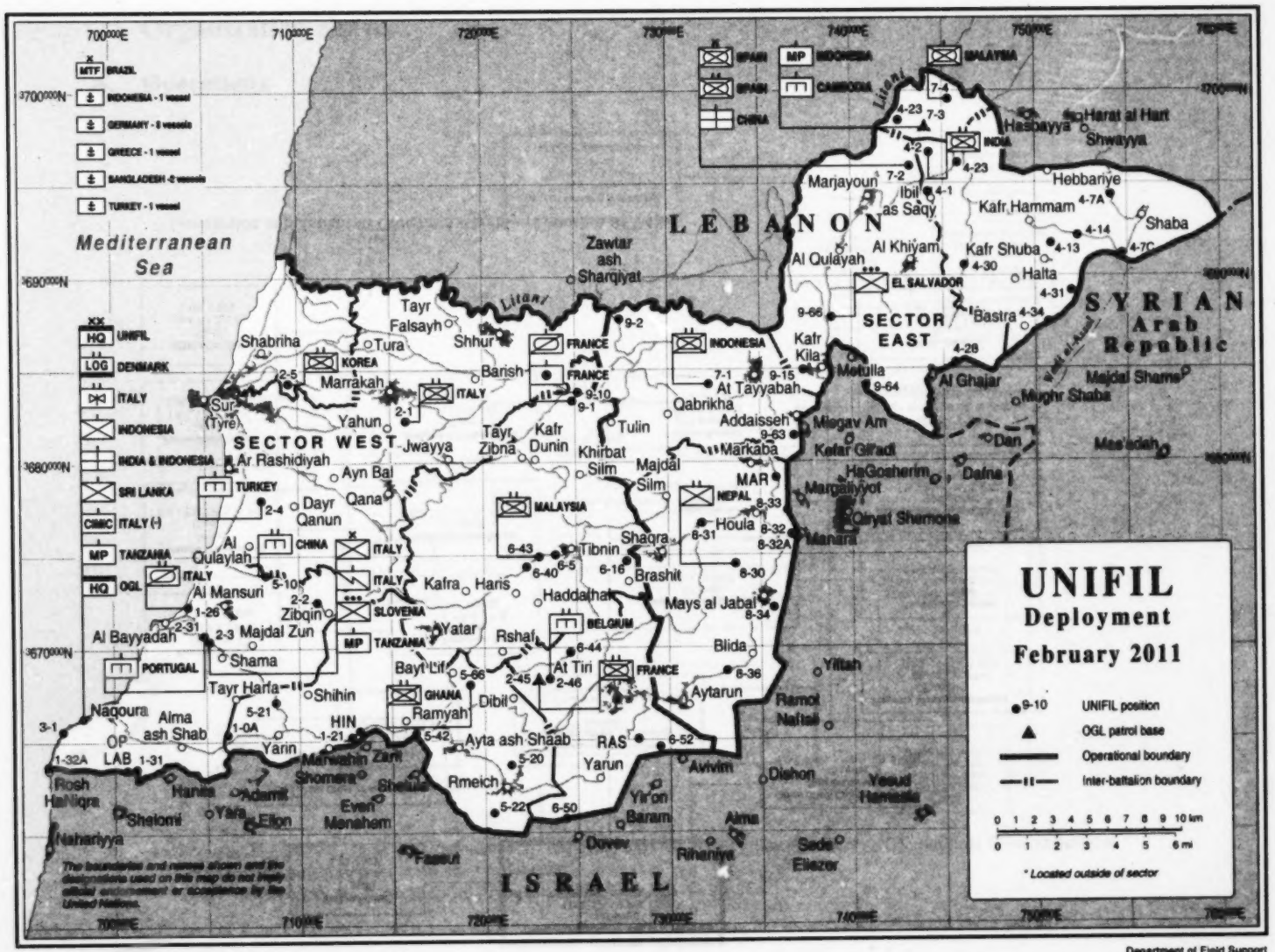
[a] To be funded under general temporary assistance.

[b] To be funded under the peacekeeping support account.

B. Mission Support Division


Office of the Director of Mission Support
(21 posts)
1 D-2, 1 P-5, 2 P-4, 1 P-3,
5 FS, 1 NO, 9 NGS, 1 NGS
Budget Section
(7 posts)
1 P-5, 1 P-4,
1 FS, 4 NGS
Office of the Chief of Administrative Services
(7 posts)
1 D-1, 1 P-4, 1 P-3, 2 FS, 2 NGS
Regional Information and Communications Technology Services
(110 posts)
1 D-1, 1 P-4, 3 P-3, 54 FS, 50 NGS,
1 NGS
Office of the Chief of Integrated Support Services
(6 posts)
1 D-1, 1 P-5, 1 P-3, 1 FS, 2 NGS
Property Management Section
(30 posts)
1 P-5, 1 P-4, 2 P-3,
11 FS, 14 NGS, 1 NGS[c]
Finance Section
(30 posts)
1 P-5, 1 P-4, 2 P-3,
8 FS, 1 NO, 17 NGS
Civilian Personnel Section
(33 posts)
1 P-5, 1 P-4, 2 P-3,
13 FS, 16 NGS
Movement Control Section
(24 posts)
13 FS, 11 NGS
Engineering Section
(177 posts)
1 P-5, 3 P-4, 6 P-3, 1 P-2,
22 FS, 4 NO, 140 NGS
Contracts Management Section
(5 posts)
1 P-4, 1 FS, 2 NGS, 1 NGS[c]
General Services Section
(86 posts)
1 P-5, 3 P-3, 12 FS, 70 NGS
Transport Section
(115 posts)
1 P-5, 27 FS, 87 NGS
Joint Logistics Operations Centre
(161 posts)
1 P-5, 1 P-4, 3 P-3, 4 FS,
152 NGS
Procurement Section
(20 posts)
1 P-5, 1 P-4, 2 P-3,
7 FS, 1 NO, 16 NGS
Integrated Training Unit
(10 posts)
1 P-4, 2 P-3, 1 FS,
2 NO, 4 NGS
Aviation Section
(10 posts)
1 P-4, 1 P-3, 1 P-2,
3 FS, 4 NGS
Supply Section
(60 posts)
1 P-5, 3 P-4,
14 FS, 41 NGS, 1 NGS[c]
HIV/AIDS Unit
(5 posts)
1 P-4, 1 P-2, 1 FS,
1 NO, 1 NGS
Medical Section
(12 posts)
1 P-5, 2 P-3, 1 P-2,
1 FS, 1 NO, 6 NGS

[c] Conversion is pursuant to General Assembly resolution 65/248.


UNIFIL
Deployment
February 2011
9-10 UNIFIL position
OGL patrol base
Operational boundary
Inter-battalion boundary
0 1 2 3 4 5 6 7 8 9 10 km
0 1 2 3 4 5 6 mi
* Located outside of sector
LEBANON
ISRAEL
SYRIAN Arab Republic
Mediterranean Sea
SECTOR WEST
SECTOR EAST
The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.

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February 2011

Department of Field Support
Cartographic Section